

Position 48647



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WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste 0118	Position Title - Titre du poste Chief, Claims and Self Governance
Position Classification - Classification du poste tent. SI 8 ; tent. EC-08	National Occupation Code - Code national des professions 4168 - Aboriginal and First Nations land claims Liaison Officer; 4162 - Economists and Economic Policy Researchers and Analysts
Department/Agency - Ministère/organisme Fisheries and Oceans Canada	Effective Date - Date d'entrée en vigueur
Organizational Component - Composante organisationnelle Treaty Claims and Self Governance, Aboriginal Policy and Governance Directorate, Fisheries and Aquaculture Management Sector	
Geographic Location - Lieu géographique Ottawa	Job/Generic Number - Numéro d'emploi / de générique APG EC NMWD10V
Supervisor Position Number - Numéro du poste du surveillant 26472	Supervisor Position Title - Titre du poste du surveillant Director General, Aboriginal Policy and Governance
Supervisor Position Classification - Classification du poste du surveillant EX-03	
Language Requirements - Exigences linguistiques English Essential	Linguistic Profile - Profil linguistique
Communication Requirements - Exigences en matière de communication	
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité Secret

Client Service Results - Résultats axés sur le service à la clientèle

Provides, and directs the provision of, Aboriginal fisheries rights, claims, and entitlements, policy, and program research, consultation, liaison, coordination, management and advisory services, as the senior DFO Aboriginal claims and self-government advisor/negotiator responsible for providing research and authoritative advice on the development of DFO negotiation mandates for the negotiation of the terms and conditions of Aboriginal group fisheries access and management in support of DFO management and federal government objectives with respect to the resolution of Aboriginal rights to fish, and comprehensive First Nations treaty claims, self-government, treaty, and possible co-management agreements consistent with DFO policies, programs, and operations, for sustainable fisheries management, for the consideration of the Director General APGD, the ADM Fisheries and Aquaculture Management, the Deputy Minister and Minister of DFO, the Chief federal negotiator, and for First Nations, other Aboriginal groups, commercial fishers and their communities, provincial governments and others.



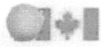
Key Activities - Activités principales

Serves as the federal government's expert on Aboriginal treaty and non-treaty (traditional) fisheries access rights, claims, and entitlements and related policy and economic objectives informing the development of DFO negotiation mandates for the negotiation of the terms and conditions of First Nations fisheries treaty based and Aboriginal non-treaty traditional based fisheries access and management, and senior advisor on First Nations treaty and Aboriginal non-treaty fisheries rights, claims, and entitlements to the Director General and to the ADM Fisheries and Aquaculture Management Sector, and to the Chief Federal Negotiator, on the potentially viable fisheries access terms and conditions to address the legally supportable social and economic objectives of First Nations treaty and Aboriginal non-treaty Aboriginal under First Nations comprehensive claims, and other Aboriginal negotiations, as a key component of current and future viability of DFO policy, program, and regulatory objectives for sustainable fisheries, oceans, and habitat management in various regions affected and nationally as required, and a key to the negotiation options for the Department to effectively address these claims and proposals in a manner consistent with departmental strategic and horizontal priorities for sustainable fisheries, and consistent with the federal government horizontal policy agenda, integrating the issues and concerns of other federal departments, First Nations, local communities, provincial governments, foreign governments and international institutions.

Directs the planning, development, and delivery, through subordinate staff and multi-disciplinary teams of a comprehensive program of complex ongoing research into specific treaty or non-treaty (traditional) rights and entitlements under the Sparrow, Marshall, and Powley Supreme Court decisions for each of the First Nations in relation to treaty comprehensive land claims, and for each of the Aboriginal non-treaty traditional rights and entitlements and the specific geographic, commercial, and sport fisheries potentially affected by these claims and entitlements and the social and economic objectives of each Aboriginal group, to identify strategic demographic, fishing rights claims, fishing management capability or other trends and issues arising for DFO policies, programs, regulations, or operations with respect to achieving objectives for sustainable fisheries and aquaculture, to develop new or innovative negotiating mandates, positions, and strategies for addressing and managing these claims, proposals, and strategic issues closely linked to the federal government's horizontal policy and in particular its Aboriginal policy and comprehensive land claim settlement agenda.

Directs the coordination and development, through subordinate staff and multidisciplinary teams, of the legal, geographic, social, economic, integrated management, and scientific evidential basis for developing new or innovative negotiating mandates, positions, and strategies for the negotiation of the terms and conditions of First Nations treaty-based and Aboriginal non-treaty (tradition) based fisheries access, governance, and management, to address strategic policy issues that have been identified in collaboration with DFO organizations, other federal government departments, interdepartmental organizations, provincial governments, foreign governments, the Chief Federal Negotiator, First Nations representatives, academic institutions, and private sector for-profit and non-profit organizations, for the consideration of Director Negotiations and Governance, Director General APGD and other senior officials within DFO, the Chief Federal Negotiator, provincial governments, and others in the development of consensus on the DFO negotiating position to present to the First Nations and other Aboriginal groups.

Prepares, and directs the preparation and the management of the preparation by subordinate staff and assigned team leaders, of comprehensive position papers, draft negotiation mandates, negotiating positions and plans, draft Memoranda to Cabinet, draft Treasury Board Submissions, briefing notes, and presentations to the Director Negotiations and Governance, Director General APGD and senior officials within DFO including (as required) to the Minister, to the Chief Federal Negotiator, and to senior officials/representatives of other federal government departments, provincial governments, foreign governments, Aboriginal community and group representatives, academic institutions, and private sector organizations, in order to explore, advance, and promote possible consensus positions for DFO, the



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federal government, and Aboriginal groups to adopt in response to comprehensive First Nations treaty-based and other Aboriginal group non-treaty claims, self-government, treaty, and possible co-management agreements as they affect sustainable fisheries management and/or horizontal government priorities or initiatives.

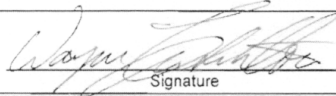
Represents DFO directly or through subordinate staff and team leaders in negotiating meetings with First Nations and other Aboriginal groups, in interdepartmental meetings with other federal government departments, or with provincial governments, or private sector organizations to address contentious Aboriginal claims, self government or treaty issues and negotiate the terms for and the implementation of multilateral or bilateral agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position.

Plans, coordinates, and directs the work of the Treaty Claims and Self Governance Organization (TSCG) and the work of multi-disciplinary departmental, interdepartmental, or intergovernmental, government-Aboriginal, and government-industry project teams or working groups where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake negotiations or research on fisheries access and management possibilities. Plans and manages the human and financial resources of the TCSG. Provides leadership to DFO negotiating teams composed of senior program managers and/or policy advisors in the development and conduct of negotiations.

Employee's Statement – Déclaration de l'employé

I have been given the opportunity to read and comment on the content of this work description.
J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.

Name of Employee – Nom de l'employé

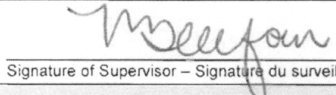

Signature

14/09/07
Date

Supervisor's Statement – Déclaration du surveillant

This work description accurately describes the work assigned to this position.
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant


Signature of Supervisor – Signature du surveillant

Date

Authorization – Autorisation

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date

Skill - Habiletés

Knowledge of Specialized Fields:

The work requires:



a seasoned knowledge based on training and experience of the principles, practices, concepts and precedents of all areas of law informing Aboriginal law as practiced in Canada and as influencing Aboriginal treaty-based land claims and in particular of Supreme Court decisions defining the rights and entitlements of Aboriginal groups with treaty-based rights or with non-treaty traditional rights (i.e. the Sparrow Decision, the Marshall Decision, and the Powley Decision), as these inform the jurisprudence with respect to the terms and conditions under which the law defines access to fisheries for the several First Nations and other Aboriginal groups in sufficient depth to direct and provide authoritative advice on the conduct by subordinate staff and other project managers of complex and in-depth qualitative and quantitative studies of the rights and entitlements of the several First Nations and other Aboriginal groups for them to address their legally legitimate objectives and their potential impact on the current and future viability of DFO policy, program, and regulatory objectives and the impact of these legal entitlements on the ability of DFO to manage Canada's fisheries, and to serve as a departmental and intergovernmental expert in this complex multi-field nexus.

a seasoned knowledge based on training and developed through the skilled application of the principles and methodology of developmental economics, fisheries economics, and social or community development in the direction or management of analysis and/or development of, or the provision of authoritative advice on the merits from the perspective of addressing the social and economic objectives and/or entitlements of Aboriginal groups based on treaty rights or on non-treaty traditional rights, of negotiating mandates, positions, and strategies for the negotiation of the terms and conditions of Aboriginal fisheries access and co-management of the fisheries reflecting DFO strategic priorities for sustainable fisheries management, its Integrated Performance Measurement and Risk Measurement Framework, related communities, industries, and federal-provincial-territorial issues.

a seasoned knowledge based on training and developed through the skilled application of the principles, practices, and methodology of statistical science and database development and data administration as applied in directing or managing the conduct of a program of statistical surveys and other means of data collection, and directing the assembly and analysis by subordinate staff or project teams of statistical data on the several First Nations and other Aboriginal groups participating in or potentially party to the negotiations for access to and management of rights to Canadian fisheries to develop the evidential basis and consequent recommendations for negotiating terms of reference for access to and management of rights or entitlements to Canadian fisheries based authoritative data and conclusions.

Contextual Knowledge:

The work requires:

an expert knowledge of the First Nations and other Aboriginal groups across Canada, and of the actual or potential basis for their treaty or traditional claims for access fish resources by geographic area as well as an expert knowledge of characteristics of each First Nation or other Aboriginal group that could influence their objectives for and capacity for managing fish resources including the approach to leadership and governance of each First Nation or other Aboriginal group, and other cultural differences that might influence their approach to fishing and fish resource management, the demographic characteristics of each group, the education and in particular managerial training and skills of each group, the fishing and fish management traditions of each group, the specific fisheries and fish resources that are or will be of interest to each group, and all other factors that can influence the social and economic objectives, including the relationship of each group to other Aboriginal groups in a geographic area, the relationship to non-aboriginal fishers in a geographic area.

an expert knowledge of the implications for each of Canada's First Nations and other Aboriginal groups of the Supreme Court decisions defining the rights and entitlements of First Nations with treaty-based rights, and other Aboriginal groups with non-treaty traditional rights, i.e. the Sparrow Decision, the Marshall Decision, and the Powley Decision for the purposes of providing advice to senior management on potential terms and conditions that will be required in fisheries management programs, native land claims



settlements, and fisheries governance structures that might be put forward by DFO to address the legal rights of the individual First Nations and other Aboriginal groups while respecting the legal responsibilities of DFO for fish and fisheries management.

an expert knowledge of the business lines/organizations, programs, policies, and legislation of the Department of Fisheries and Oceans, including the Constitution Act, Oceans Act, the Fisheries Act, the Canadian Environmental Assessment Act, Species At Risk Act, and their regulations (e.g. the Aboriginal Communal Fishing Licences Regulations), the Indian Act, other legislation, Federal/Provincial Memoranda of Understanding, and International Treaties as well as the Supreme Court decisions on Aboriginal fishing rights and entitlements as they inform the policies, programs, regulations, and activities the member organizations and business lines of DFO, their relationship with other federal departments, provincial/territorial governments, and non-government and industry organizations, provincial and territorial legislation on programs on recreational fishing, and related fisheries management and habitat management, and industry associations, and treaty negotiation issues, constraints, and opportunities in relation to First Nations' access to the fisheries, self-government, and co-management of the fisheries in order to establish priorities for studies, and provide advice on the implications of studies for the Department and its programs, policies, operations and regulations, and options for Aboriginal fisheries policies, negotiating mandates, positions, and strategies.

the principles, practices, and key institutions governing the federal government (i.e. the "machinery of government") and horizontal federal government plans and priorities in order to carry out interdepartmental consultations, carry out or direct the conduct of environmental scans of the policies and positions across all federal departments affecting Aboriginal fisheries and their development and management, in particular those with jurisdiction or specific interests in Aboriginal fisheries or their negotiation including Justice Canada, Heritage Canada, Environment Canada, Natural Resources Canada, Health Canada, Finance Canada, the Treasury Board Secretariat, Privy Council Office and Indian and Northern Affairs Canada to and provide advice to DFO organizations and their external partner organizations on the policy environment and/or facilitate the promotion of consensus departmental initiatives that can be integrated with horizontal government plans and priorities.

Communication:

The work requires the incumbent of the position to represent DFO as its and the federal government's expert and senior advisor on First Nations fisheries claims and entitlements and Aboriginal non-treaty traditional fisheries rights and entitlements and their potential impact comprehensive First Nations and other Aboriginal claims, self-government, treaty, and possible co-management agreements on the current and future viability of DFO policy, program, and regulatory objectives in negotiating meetings with First Nations and other Aboriginal groups, in interdepartmental meetings with other federal government departments, or with provincial governments, or private sector organizations usually to step in where subordinate managers or senior DFO or other negotiating team members have been unable to obtain consensus or agreement, or where political sensitivities require the most senior professional expert to be present and broker the resolution of conflicting views and gain acceptance for mutually acceptable approaches to address contentious Aboriginal claims, self government or treaty issues and negotiate the terms for and the implementation of multilateral or bilateral agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position.

Research and Analysis:

The work requires the conduct of research and analysis to assimilate both Supreme Court decisions with respect to the legal rights and entitlements of Aboriginal groups through treaties or through non-treaty tradition rights, and legal proposals or demands for access to specific commercial or recreational fish resources to determine their legal validity in terms of Supreme Court decisions and other pertinent



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legislation and to determine their impact and relevance for existing Aboriginal fisheries access agreements established as part of existing Aboriginal claims under negotiation or scheduled for negotiation, and advises on the development of DFO and INAC policies, programs, negotiating positions and as such, negotiating mandates with respect to fisheries access and co-management for the approval of the senior management of DFO, and as appropriate of the senior management of INAC and of Cabinet.

The work requires identifying and reconciling requirements of various parties for statistical and other data pertaining to the Aboriginal communities of Canada. As each Supreme Court decision has been rendered, the scope and nature of data that must be collected and analyzed to determine potential rights and obligations of specific Aboriginal communities has expanded both in scope and complexity, as has in fact the number of Aboriginal groups who might qualify. Specifically, the Sparrow decision in 1990 defined the Aboriginal peoples' right to fish for food, social and ceremonial purposes only but not for sale defining one level of what might constitute the catch to which an Aboriginal group might have a right to be negotiated in a potential fishing access agreement. In 1999, the Marshall Decision affirmed the treaty right of Aboriginal people to hunt, fish, and gather in pursuit of a moderate livelihood, i.e. they could sell their catch thus defining a second level of what might constitute the catch to which an Aboriginal group might have a right to be negotiated in a potential fishing access agreement. In 2003 the Powley decision found that the Métis in the Sault Ste. Marie region have an Aboriginal right to hunt for food protected under s. 35 of the Constitution Act, 1982, and other Métis and other Aboriginal groups meeting the legal test set out in Van der Peet could also qualify) defining a third level of what might constitute the catch to which an Aboriginal group might have a right to be negotiated in a potential fishing access agreement if of course they can meet the test required to determine it is both a traditional Aboriginal group with traditional rights to fish resources. This evolving complexity has required an ongoing expansion and restructuring of data and databases required to support the determination of fishing rights and entitlements of individual Aboriginal groups and of the total entitlement of several Aboriginal groups when they all are seeking catch from a common commercial or recreational fishery where others already have legal claims to the resource, and the allowable total catch under the Fisheries Act and the Species At Risk Act places a cap on what the total catch that can be allowed might be. The work requires the development and implementation of the statistical and other data collection, the data administration, and database development and management required to address DFO requirements for this data, and the ability of Aboriginal groups, other DFO organizations, Statistics Canada and Indian and Northern Affairs, provincial governments, and others to provide the data sought. The work requires the conduct directly or through other organizations of supplementary surveys and research as required to fill in gaps created by the evolving definition of what Aboriginal rights to fish might be, and what tests a specific Aboriginal group must meet to qualify for those rights

Effort - Efforts

Physical Effort:

The work requires sitting at a desk using a computer or telephone for conducting research, preparing documents, and communicating with others. The work requires sitting in meeting for extended periods of time, bending and reaching to obtain materials, and occasionally carrying bundles of documents or a lap-top computer and projector to meetings.

Sensory Effort:

The work requires reviewing all presentations or draft policy documents prepared for senior management or for representatives of other departments, other governments, Aboriginal groups, community groups, associations, or private industry to ensure specific words or symbols are either included or excluded as appropriate under the circumstances, that all graphs and tables are visually positioned to achieve the desired impact (not split between two pages, etc), and that presentations conform to the time allotted.



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Responsibility - Responsabilités

Decision-Making:

As the federal government's expert on policy and economics informing DFO First Nations treaty-based, and other Aboriginal group non-treaty (traditional rights) claims to fisheries access, co-management agreement and treaty negotiating frameworks, strategies, positions and mandates. The work requires the incumbent make decisions on developing authoritative recommendations based on evidence on DFO Aboriginal program, on the state of fisheries resources subject to Aboriginal claims to access, on relevant Supreme Court decisions, treaty precedents, and horizontal government Aboriginal claim settlement policy that guide the establishment of new frameworks and influence management decisions by DFO senior executives in the region, at headquarters, and at Treasury Board and Cabinet. Issues for which the incumbent is responsible are complex, sensitive, and generally poorly defined and require initiative to determine objectives and develop solutions. Decisions and recommendations impact on many DFO programs, regulations, and activities affecting or being affected by Aboriginal groups' access to the fisheries and/or their co-management of the fisheries, and will impact on other federal departments, provincial governments, some sixty (60) Aboriginal organizations and groups and private firms associated with the various commercial and recreational fisheries as well as on DFO programs and their stakeholders across Canada and internationally by the precedents set by each agreement. The implications of these decisions across levels of government of proposed new approaches are not known, and given that they may be precedent setting require significant risk analysis be carried out and senior management informed of these uncertainties and risks as part of the recommendations put forward rendering as clear as possible the risks and potential gains to be achieved in the proposed options for negotiating mandates, positions, and strategies put forward. The decisions with respect to the research to be undertaken will also influence future Aboriginal fisheries claims and entitlement social, economic, governance and fisheries management, and related policy research and methodology.

Leadership and Operational Management:

Plans, coordinates, and directs the work of the Treaty Claims and Self Governance Organization (TSCG) and the work of multi-disciplinary departmental, interdepartmental, or intergovernmental, government-Aboriginal, and government-industry project teams or working groups where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake negotiations or research on fisheries access and management possibilities. Plans and manages the human and financial resources of the TCSG including preparing performance appraisals for subordinate staff.

Working Conditions - Conditions de travail

The work involves carrying out studies and preparing sensitive documents under constantly changing deadlines and time pressures imposed by regional, national or international priorities, undertaking travel within the position's region on a regular basis, long distance travel between the base office and other regions across Canada or internationally, and on occasion involving long distance travel involving layovers, and/or lengthy periods in a hotel during negotiations or conference deliberations.

Additional Information - L'information additionnelle

Not applicable

EC GROUP EVALUATION FORM / FORMULAIRE D'ÉVALUATION GROUP EC

Branch / Direction générale :	Fisheries and Aquaculture Management, Aboriginal Policy and Governance
Position number / Numéro du poste :	118
Position Title / Titre du poste :	Chief, Claims and Self Governance
Group and Level / Groupe et niveau :	SI-08/EC-08
Committee members / Membres du comité :	Kathryn Swedlo/Evelyne Montigny
Date :	May 13, 2008
Total points	EC-08, 803 (750 – 1000)

Group allocation/ Allocation de groupe	Group allocation justification/ Justification de l'allocation de groupe	Comments / Commentaires
Inclusions 1 and 8	Provides, and directs the provision of, Aboriginal fisheries rights, claims, and entitlements, policy, and program research, consultation, liaison, coordination, management and advisory services, as the senior DFO Aboriginal claims and self-government advisor/negotiator responsible for providing research and authoritative advice on the development of DFO negotiation mandates for the negotiation of the terms and conditions of Aboriginal group fisheries access and management in support of DFO management and federal government objectives with respect to the resolution of Aboriginal rights to fish, and comprehensive First Nations treaty claims, self-government, treaty, and possible co-management agreements. Directs the planning, development, and delivery, through subordinate staff and multi-disciplinary teams of a comprehensive program of complex ongoing research into specific treaty or non-treaty (traditional) rights and entitlements. Directs the coordination and development, through subordinate staff and multidisciplinary teams in developing new or innovative negotiating mandates, positions, and strategies for the negotiation of the terms and conditions of First Nations treaty-based and Aboriginal non-treaty (tradition) based fisheries access, governance, and management.	No exclusion apply.

Element / Élément	Rating / Cote	Rationale / Justification
<p>1</p> <p>Decision Making / Prise de décision</p>	<p>7</p> <p>(165 points)</p>	<p>The work requires making decisions requiring judgment and initiative when informing DFO First Nations treaty-based, and other Aboriginal group non-treaty (traditional rights) claims on fisheries access, co-management agreement and treaty negotiating frameworks, strategies, positions and mandates. The work requires making decisions on developing authoritative recommendations based on evidence on DFO Aboriginal program, on the state of fisheries resources subject to Aboriginal claims to access, on relevant Supreme Court decisions, treaty precedents, and horizontal government Aboriginal claim settlement policy that guide the establishment of new frameworks and influence management decisions by DFO senior executives in the region, at headquarters, and at Treasury Board and Cabinet. Decisions and recommendations impact on many DFO programs, regulations, and activities affecting or being affected by Aboriginal groups' access to the fisheries and/or their co-management of the fisheries, and will impact on other federal departments, provincial governments, some sixty (60) Aboriginal organizations and groups and private firms associated with the various commercial and recreational fisheries as well as on DFO programs and their stakeholders across Canada and internationally by the precedents set by each agreement. The decisions with respect to the research to be undertaken will also influence future Aboriginal fisheries claims and entitlement social, economic, governance and fisheries management, and related policy research and methodology</p> <p>= EWA 1.7.2 < EWA 1.8.1 where as the federal government's expert, develops authoritative recommendations on economic program and funding issues and implications across levels of government are not known. > EWA 1.6.2 where comprehensive research and analysis to provide research policy development advice to litigation teams and case managers.</p>
<p>2</p> <p>Leadership and Operational Management / Leadership et gestion opérationnelle</p>	<p>4</p> <p>(90 points)</p>	<p>Plans, coordinates, and directs the work of the Treaty Claims and Self Governance Organization (TSCG) and the work of multi-disciplinary departmental, interdepartmental, or intergovernmental, government-Aboriginal, and government-industry project teams or working groups where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake negotiations or research on fisheries access and management possibilities. Plans and manages the human and financial resources of the TCSG including preparing performance appraisals for subordinate staff.</p> <p>= EWA 2.4.4 < RWA 2.5.1 where the operational budgets are managed and performance of subordinate managers are evaluated. > EWA 2.3.4 that plans and controls the work of a technical officer, leads inter-divisional project teams, estimates and recommends staff and operating resources.</p>

The work requires representing DFO as its federal government's expert and senior advisor on First Nations fisheries claims and entitlements and Aboriginal non-treaty traditional fisheries rights and entitlements and their potential impact, and in negotiating meetings with First Nations and other Aboriginal groups, in interdepartmental meetings with other federal government departments, or with provincial governments, or private sector organizations usually to step in where subordinate managers or senior DFO or other negotiating team members have been unable to obtain consensus or agreement, or where political sensitivities require the most senior professional expert to be present and broker the resolution of conflicting views and gain acceptance, to negotiate the terms for and the implementation of multilateral or bilateral agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position.

= **EWA 3.6.2**

< **EWA 3.7.2** where contacts require mediating in awkward, pressured and sensitive situations, often without advance warning, to reach agreement on issues of major importance and widely diverse opinions.

> **EWA 3.5.1** where the position consults and liaises with other departments for consensus on departmental initiatives.

A seasoned knowledge the principles, practices, concepts and precedents of all areas of law informing Aboriginal law as practiced in Canada and as influencing Aboriginal treaty-based land claims and in particular of Supreme Court decisions defining the rights and entitlements of Aboriginal groups with treaty-based rights or with non-treaty traditional rights (i.e. the Sparrow Decision, the Marshall Decision, and the Powley Decision), as these inform the jurisprudence with respect to the terms and conditions under which the law defines access. Knowledge of principles and methodology of developmental economics, fisheries economics, and social or community development in the direction or management of analysis and/or development of, or the provision of authoritative advice to address the social and economic objectives and/or entitlements of Aboriginal groups. As well as the principles, practices, and methodology of statistical science and database development and data administration to direct the conduct of a program of statistical surveys and other means of data collection, and the assembly and analysis by subordinate staff or project teams.

= **EWA 4.5.2**

< **EWA 4.6.1** where the position acts as a departmental source of expertise for concepts, theories and principles of macro and micro-economics and interrelationships, and of studies concerning political and economic effects of social development with a deep understanding of economic, social cultural and international concerns and pressures.

> **EWA 4.4.2** where research and analysis is on legal issue of single cases where precedent is unavailable.

An expert knowledge of the First Nations and other Aboriginal groups across Canada, and of the actual or potential basis for their treaty or traditional claims for access fish resources by geographic area as well as an expert knowledge of cultural differences, demographic characteristics of each group, history and characteristics of each First Nation or other Aboriginal group that could influence their objectives for and capacity for managing fish resources. Canada's First Nations and other Aboriginal groups of the Supreme Court decisions defining the rights and entitlements. An expert knowledge of the business lines/organizations, programs, policies, and legislation of the Department of Fisheries and Oceans, including the Constitution Act, Oceans Act, the Fisheries Act, the Canadian Environmental Assessment Act, Species At Risk Act, and related regulations. Knowledge of relationships with other federal departments, provincial/territorial governments, and non-government and industry organizations, provincial and territorial

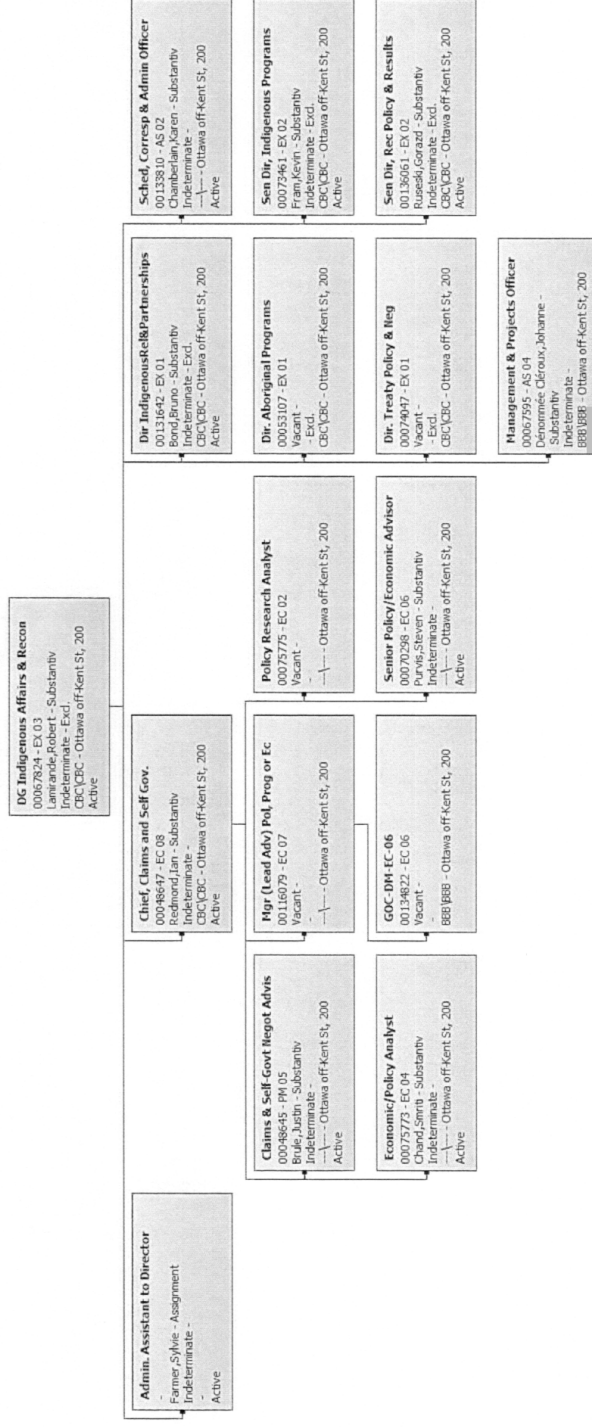
3 Communication	6 (140 points)	
4 Knowledge of Specialized Field / Connaissance de domaines spécialisés	5 (80 points)	
5 Contextual Knowledge / Connaissances contextuelles	6 (105 points)	

		<p>legislation an programs on recreational fishing, and related fisheries management and habitat management, and industry associations, and treaty negotiation issues, constraints, and opportunities in relation to First Nations' access to the fisheries self-government, and co-management of the fisheries in order to establish priorities for studies, and provide advice.</p> <p>= EWA 5.6.2 > EWA 5.5.1 where the position requires knowledge of the history of aboriginal policy development and historical relationships in the North.</p> <p>The work requires using research and analysis to assimilate both Supreme Court decisions with respect to the legal rights and entitlements of Aboriginal groups through treaties or through non-treaty tradition rights, and legal proposals or demands for access to specific commercial or recreational fish resources to determine their legal validity in terms of Supreme Court decisions and other pertinent legislation and to determine their impact; and identifying and reconciling requirements of various parties for statistical and other data pertaining to the Aboriginal communities of Canada. The work requires development and implementation of the statistical and other data collection, the data administration, and database development and management required to address DFO requirements for this data, and the ability of Aboriginal groups, other DFO organizations, Statistics Canada and Indian and Northern Affairs, provincial governments, and others to provide the data sought.</p> <p>= EWA 6.6.1 > EWA 6.5.1 where the position evaluates government initiatives related to socio-economic policies and programs to assess impact on departmental activities.</p>
6 Research & Analysis / Recherche et analyse	6 (210 points)	<p>The work requires sitting at a desk using a computer or telephone for conducting research, preparing documents, and communicating with others. The work requires sitting in meeting for extended periods of time, bending and reaching to obtain materials, and occasionally carrying bundles of documents or a lap-top computer and projector to meetings.</p> <p>= E.W.A. 7.1.1 < E.W.A. 7.2.1 where there is a greater requirement for physical effort to conduct annual site inspections of large sites, requiring walking through uneven terrain, standing and bending to see objects.</p> <p>The work requires reviewing all presentations or draft policy documents prepared for senior management or for representatives of other departments, other governments, Aboriginal groups, community groups, associations, or private industry to ensure specific words or symbols are either included or excluded as appropriate under the circumstances, that all graphs and tables are visually positioned to achieve the desired impact (not split between two pages, etc), and that presentations conform to the time allotted.</p> <p>= E.W.A. 8.1.2 < E.W.A. 8.2.1 where there is a greater requirement for sensory effort to review documents to ensure graphs and tables do not overlap pages, where there is no concern for meaning and this is an integral part of the work (supported by key activities).</p> <p>The work requires undertaking travel within the position's region on a regular basis, long distance travel between the base office and other regions across Canada or internationally.</p>
7 Physical Effort / Effort physique	1 (3 points)	
8 Sensory Effort / Effort sensoriel	1 (2 points)	
9 Working Conditions	2	

/ Conditions de travail	(8 points)	<p>= EWA 9.2.2 < EWA 9.3.1 where the position is travels to monthly conference in Canada and abroad. > EWA 9.1.2 where at least once a month there is travel to other cities in the region.</p>
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WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste 24265	Position Title - Titre du poste Regional Director, Policy and Economics Branch
Position Classification - Classification du poste ES 07 (proposed)	National Occupation Code - Code national des professions 4162 - Economists and Economic Policy Researchers and Analysts
Department/Agency - Ministère/organisme Fisheries and Oceans Canada	Effective Date - Date d'entrée en vigueur
Organizational Component - Composante organisationnelle Policy and Economics Branch, DFO Regional Directorate	
	Job/Generic Number - Numéro d'emploi / de générique 771
Supervisor Position Number - Numéro du poste du surveillant	Supervisor Position Title - Titre du poste du surveillant Regional Director General
Supervisor Position Classification - Classification du poste du surveillant	
Language Requirements - Exigences linguistiques	Linguistic Profile - Profil linguistique
Communication Requirements - Exigences en matière de communication	
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité

Client Service Results - Résultats axés sur le service à la clientèle

Directs the provision of economic and policy and program research, consultation, liaison, coordination, management and advisory services; as the senior-economic and policy advisor responsible for providing research and authoritative advice on the implications of national, provincial and international economic developments and policy, program, and legislation/regulatory initiatives for DFO corporate (strategic and operational) plans, and for DFO policies, programs, and legislation/regulations in the region for which responsible and nationally, and on policy, program, and legislative/regulatory or governance options for addressing these implications for the consideration of the Regional Director General, the ADM Policy Sector and others as required, the Deputy Minister and Minister of DFO, for Cabinet and Treasury Board.

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Key Activities - Activités principales

Serves as the federal government's expert on policy and economics informing DFO programs and program efficiency and effectiveness of the region for which responsible, and senior policy and economics advisor to the Regional Director General and to the ADM Policy Sector on the economic impact of federal



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government, provincial government, and other domestic and international policy, program, or legislation/regulatory initiatives and economic developments on the current and future viability of DFO policies, programs, and legislation/regulation in the region for which responsible and nationally as required, and on the policy options for the Department to effectively address these initiatives and developments, in a manner consistent with departmental strategic and horizontal priorities for sustainable fisheries and aquaculture, healthy and productive aquatic ecosystems, safe and accessible waters and related enabling functions, and consistent with the federal government horizontal policy agenda, integrating the issues and concerns of other federal departments, local communities, provincial governments, foreign governments and international institutions

Directs the planning, development, and delivery, through subordinate managers of a comprehensive program of complex ongoing research into sustainable socio-economic development economic, social, scientific, and resource policy, program or legislation or regulatory performance or governance, and developments in the region of Canada for which responsible, and internationally, to identify strategic economic, legislation/regulatory, or other trends and issues arising for DFO policies, programs, or legislation/regulation in the region and (as appropriate) for the Department nationally or internationally to develop new or innovative strategies for managing these strategic issues closely linked to the federal government's horizontal policy agenda.

Directs the coordination and development, through subordinate managers, of the economic and scientific evidential basis for policy, program, and legislative/regulatory initiatives, or strategic planning direction, to address strategic policy issues that have been identified in collaboration with DFO organizations, other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private sector for-profit and non-profit organizations in the region for which responsible, for the consideration of Regional Director General and other senior officials within DFO at the regional and national level to the ADM level, and to the DM level in provincial governments in the development of consensus on the course of action to take.

Directs the preparation and the management of the preparation by subordinate managers of comprehensive position papers, draft strategic plans and planning documents, draft Memoranda to Cabinet, draft Treasury Board Submissions, briefing notes, presentations to the Regional Director General and senior officials within DFO including (as required) to the Minister, and to the DM level in provincial governments and senior officials/representatives of other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private sector organizations in the region for which responsible in order to explore, advance, and promote possible consensus positions for DFO and its partner organizations to adopt in response to horizontal government priorities or initiatives, or to complex strategic economic and/or policy issues and developments to which DFO in the region must develop a response in collaboration with other organizations.

Represents DFO directly or through subordinate managers and staff in a region, nationally, or internationally in consultations with other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private sector for-profit and non-profit organizations to address contentious issues and negotiate the terms for and the implementation of multilateral or bilateral agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position.

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Plans, coordinates, and directs the work of the policy and economics branch of a region through subordinate unit managers and the planning, leadership, coordination and management by subordinate team leaders and working group managers of multi-disciplinary departmental, interdepartmental, or intergovernmental, and government-industry project teams or working where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake research studies. Delegates authority and functions to subordinate managers and plans and manages the human and financial



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resources of the Branch through these subordinate managers. Is also responsible (as required by the RDG) to provide functional coordination within the Regional Management Committee on national and regional policy development

Employee's Statement – Déclaration de l'employé

I have been given the opportunity to read and comment on the content of this work description.
J'ai eu l'occasion de lire et commenter le contenu de cette description de travail

Name of Employee – Nom de l'employé

Michel Audet

Signature

Date

23/7/07

Supervisor's Statement – Déclaration du surveillant

This work description accurately describes the work assigned to this position.
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

James B Jones

Signature of Supervisor – Signature du surveillant

Date

Authorization – Autorisation

Name of Manager – Nom du gestionnaire

Michaela Huard

Manager's Signature – Signature du gestionnaire

Date

Skill - Habiletés

Knowledge of Specialized Fields:

The work requires:

an authoritative knowledge of the theories, principles, and methodology of both macro-economics and micro-economics and their interrelationship with a number of fields of economics, sociology, and political science in sufficient depth to direct and provide authoritative advice on the conduct by subordinate managers and staff of complex and in-depth statistical and qualitative studies of the micro-economic implications of macro-economics, and the macro-economic implications of micro-economics in particular in relation to the industries, policies, programs, and legislation/regulations that form and influence the development and management of sustainable fisheries and aquaculture industries, healthy and productive aquatic systems, and safe and accessible waters, resource and integrated oceans management, and their interaction with the Canadian economy as a whole, and the impact of changes in the Canadian economy on the industries and products of the fisheries and aquaculture industries, oceans and navigable waters segments of the Canadian economy, and to serve as a departmental and intergovernmental expert in this complex multi-field nexus.

an authoritative knowledge of the theories, principles and methodology of public economics, public finance, or political economy and international economics for their application in the analysis and/or development of, or the provision of authoritative advice on the economic merits of policy, program, and legislation/regulatory options and initiatives with respect to DFO renewal, strategic priorities, and strategic planning renewal, sustainable development, climate change, northern strategy, science policy, legislative and regulatory change and implementation including Species at Risk Act and Fisheries Act, the Aquatic

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Invasive Regulatory Framework, business development, multilateral and bilateral federal-provincial and international coordination, international trade, international governance in general and in particular the International Fisheries and Oceans Governance Strategy and its Integrated Performance Measurement and Risk Measurement Framework, the sustainable development and conservation of Canada's freshwater, marine, and coastal waters and related communities, industries, and federal-provincial-territorial issues, and their potential implications for the Canadian economy, its international competitiveness and international relations.

the theories, principles, practices, and methodology of statistical science as applied in business statistics, statistical surveys, and other statistical analysis of the fisheries and aquaculture industries, species at risk, fisheries habitat, or oceans and freshwaters as a whole or of their constituent industries, products, services, communities or environment or in the analysis of the effectiveness of government and non-government institutions, policies, programs, governance, legislation, regulations, and international treaties designed to enhance the future prospects of these sectors of the Canadian economy, and develop recommendations on the need for new or restructured institutions, governance structures, policies, or programs or their elimination based authoritative data and conclusions both to direct and assess statistical research being carried out and to direct and assess the management of the collection, processing, analysis, storage, and distribution of statistical data for the region.

Contextual Knowledge:

The work requires:

an expert knowledge of the business lines/organizations, programs, policies, and legislation of the Department of Fisheries and Oceans, including the Constitution Act, Oceans Act, the Fisheries Act, the Canadian Environmental Assessment Act, Species At Risk Act, and their legislation/regulations, other legislation, Federal/Provincial Memoranda of Understanding, International Treaties (e.g. NAFO, NASCO, US/Can Great Lakes Fisheries Convention, US/Can Great Lakes Water Quality Agreement, and others) as they inform the policies, programs, legislation/regulations, and activities the member organizations and business lines of DFO, their relationship with other federal departments, provincial/territorial governments, and non-government organizations, First Nations and community groups, industry associations, and their principal domestic and international economic, institutional, and policy issues, constraints, and opportunities in order to establish priorities for studies, and provide advice on the implications of studies for the Department in the region for which responsible, or nationally (as required), and its programs, activities, policies, legislation/regulations, and options for possible legislative or legislation/regulatory change.

the principles, practices, and key institutions governing the federal government (i.e. the "machinery of government") and horizontal federal government plans and priorities in order to carry out interdepartmental consultations, carry out environmental scans of the policy environment across all federal departments, in particular those operating in the region for which responsible and provide advice to other DFO organizations and their external partner organizations in the region for which responsible on the policy environment and/or facilitate the promotion of consensus departmental initiatives that can be integrated with horizontal government plans and priorities.

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Communication:

The work requires the incumbent of the position to represent DFO as its senior policy and economic advisor for the region for which responsible, in a region, nationally, or internationally in consultations with other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private sector organizations usually to step in where subordinate managers have been unable to obtain consensus or agreement, or where political sensitivities require the most senior professional expert to be present and broker the resolution of conflicting views and gain acceptance for mutually acceptable approaches to address contentious issues and negotiate the terms for and the implementation of multilateral or bilateral



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agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position

Research and Analysis:

Assignments have objectives that are stated in general terms that are defined by the incumbent in conjunction with the Regional Director General or with the ADM Policy Sector. The incumbent of the position determines the extent of complex studies or surveys to achieve research of policy objectives and establishes the relevant terms of reference. The work requires determining the extent of complex studies and establishing the relevant terms of reference for studies, statistical surveys, and data collection, for the subordinate managers and staff of the branch. This research directed by the incumbent is composed of both unique and complex studies requiring either in-depth studies or the broader review of a number of subject areas including into economic, social, scientific, and resource policy, program, legislative, regulatory, or governance developments to identify strategic policy, economic, or other trends and issues impacting on the continued effectiveness of DFO policies, programs, or legislation/regulation. The studies directed by the incumbent provide recommendations with respect to the region for which responsible that are accepted by senior management and have a substantial influence on major program or regulatory decisions as they develop through the sound and innovative application of recognized forms of quantitative and qualitative analysis options to provide the evidential basis for advancing and developing such policy frameworks as the Aquatic Invasive Regulatory Framework, or the Integrated Performance Measurement and Risk Measurement Framework of the International Fisheries and Oceans Governance Strategy, and to identify policy or legislative/regulatory deficiencies and new and innovative policy, program, or legislation or regulatory initiatives targeted to address these deficiencies closely linked to the federal government's horizontal policy agenda. The work requires the identification of sources of information and data used in the assignments controlled by the incumbent where the variable factors have to be identified and evaluated by the incumbent to establish their relationships and determine their value to the assignment, and the techniques, methods and approaches have to be developed or modified to suit the needs of the assignments.

Effort - Efforts

Physical Effort:

The work requires sitting at a desk using a computer or telephone for conducting research, preparing documents, and communicating with others. The work requires sitting in meeting for extended periods of time, bending and reaching to obtain materials, and occasionally carrying bundles of documents or a laptop computer and projector to meetings.

Sensory Effort:

The work requires reviewing all presentations or draft policy documents prepared for senior management or for representatives of other departments, other governments, First Nations, community groups, associations, or private industry to ensure specific words or symbols are either included or excluded as appropriate under the circumstances, that all graphs and tables are visually positioned to achieve the desired impact (not split between two pages, etc), and that presentations conform to the time allotted.

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Responsibility - Responsabilités

Decision-Making:

As the federal government's expert on policy and economics informing DFO programs and program efficiency and effectiveness of the region for which responsible, the work requires the incumbent make decisions on developing authoritative recommendations based on evidence on DFO program, program funding, and regulation that guide the establishment of new frameworks and influence management



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decisions by DFO senior executives in the region, at headquarters, and at Treasury Board and Cabinet. Issues for which the incumbent is responsible are complex, sensitive, and generally poorly defined and require initiative to determine objectives and develop solutions. Decisions and recommendations impact on all DFO programs, regulations, and activities in the region for which responsible, and may impact on other federal departments, provincial governments, First Nations and private firms in the region for which responsible as well as on DFO programs and their stakeholders across Canada and internationally by the precedents set for the region. The implications of these decisions across levels of government of proposed new approaches are not known, and given that they may be precedent setting require significant risk analysis be carried out and senior management informed of these uncertainties and risks as part of the recommendations put forward rendering as clear as possible the risks and potential gains to be achieved in the policy, program funding, legislation, or regulatory options put forward. The decisions with respect to the research to be undertaken will also influence future economic and policy research and methodology.

Leadership and Operational Management:

Plans, coordinates, and directs the work of the policy and economics branch of a region through subordinate unit managers and the planning, leadership, coordination and management by subordinate team leaders and working group managers of multi-disciplinary departmental, interdepartmental, or intergovernmental, and government-industry project teams or working groups where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake research studies. Delegates authority and functions to subordinate managers and plans and manages the human and financial resources of the Branch through these subordinate managers. Is responsible for establishing broad priorities and division of responsibilities among subordinate managers and team leaders, and for establishing business and strategic plans for the Branch to ensure that objectives and results are achieved, for managing operating, salary and project budgets with authority to re-allocate funds as needed, for directing, controlling and allocating human and financial resources to achieve long term program goals and project objectives, for directing recruiting efforts, and approving training and development plans submitted by subordinate managers, and for resolving employee conflicts including performance and disciplinary matters including authorizing disciplinary action and replying to grievances. The incumbent is also responsible for preparing performance appraisals for subordinate managers and team leaders, and for reviewing those prepared by subordinate managers and team leaders for their subordinate staff.

Working Conditions - Conditions de travail

The work involves carrying out studies and preparing sensitive documents under constantly changing deadlines and time pressures imposed by regional, national or international priorities, undertaking travel within the position's region on a regular basis, long distance travel between the base office and other regions across Canada or internationally, and on occasion involving long distance travel involving layovers, and/or lengthy periods in a hotel during negotiations or conference deliberations.

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Additional Information - L'information additionnelle

Not applicable

EC Group/ Groupe EC

EVALUATION FORM / FORMULAIRE D'ÉVALUATION

Branch / Direction générale :	Policy
Position number / Numéro du poste :	Various (NMWD 771)
Position Title / Titre du poste :	Regional Director, Policy and Economics Branch
Group and Level / Groupe et niveau :	ES-07/EC-08
Committee members / Membres du comité :	
Date :	31 Oct 2006

Group allocation/ Allocation de groupe	Group allocation justification/ Justification de l'allocation de groupe	Comments / Commentaires
Inclusions 5, 7 and 8 of EC group	Directs the provision of economic and policy and program research, consultation, liaison, coordination, management and advisory services, as the senior economic and policy advisor responsible for providing research and authoritative advice on the implications of national, provincial and international economic developments and policy, program, and legislation/regulatory initiatives for DFO corporate (strategic and operational) plans, and for DFO policies, programs, and legislation/regulations in the region for which responsible and nationally, and on policy, program, and legislative/regulatory or governance options for addressing these implications for the consideration of the Regional Director General, the ADM Policy Sector and others as required, the Deputy Minister and Minister of DFO, for Cabinet and Treasury Board.	No exclusions apply.

Element / Élément	Rating / Cote	Rationale / Justification
<p>1</p> <p>Decision Making/ Prise de décision</p>	<p>Degree 7</p> <p>(165 points)</p>	<p>As the federal government's expert on policy and economics informing DFO programs and program efficiency and effectiveness of the region for which responsible, the work requires the incumbent make decisions on developing authoritative recommendations based on evidence on DFO program, program funding, and regulation that guide the establishment of new frameworks and influence management decisions by DFO senior executives in the region, at headquarters, and at Treasury Board and Cabinet. Issues for which the incumbent is responsible are complex, sensitive, and generally poorly defined and require initiative to determine objectives and develop solutions. Decisions and recommendations impact on all DFO programs, regulations, and activities in the region for which responsible, and may impact on other federal departments, provincial governments, First Nations and private firms in the region for which responsible as well as on DFO programs and their stakeholders across Canada and internationally by the precedents set for the region. The implications of these decisions across levels of government of proposed new approaches are not known, and given that they may be precedent setting require significant risk analysis be carried out and senior management informed of these uncertainties and risks as part of the recommendations put forward rendering as clear as possible the risks and potential gains to be achieved in the policy, program funding, legislation, or regulatory options put forward. The decisions with respect to the research to be undertaken will also influence future economic and policy research and methodology.</p> <p>= E.W.A. 1.7.1</p> <p>< E.W.A. 1.8.1 where the position is the federal government's expert in its field, whereas the SP is DFO expert for the region.</p> <p>> E.W.A. 1.6.1 where the decisions have an impact only on a specific justice area.</p>
<p>2</p> <p>Leadership and Operational Management / Leadership et gestion</p>	<p>Degree 4</p> <p>(90 points)</p>	<p>Plans, coordinates, and directs the work of the policy and economics branch of a region through subordinate unit managers and the planning, leadership, coordination and management by subordinate team leaders and working group managers of multi-disciplinary departmental, interdepartmental, or intergovernmental, and government-industry project teams or working groups where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake research studies. Delegates authority and functions to subordinate managers and plans and manages the human and financial resources of the Branch through these subordinate managers. Is responsible for establishing broad priorities and division of responsibilities among subordinate managers and team leaders, and for</p>

Element / Élément	Rating / Cote	Rationale / Justification
opérationnelle		<p>establishing business and strategic plans for the Branch to ensure that objectives and results are achieved; for managing operating, salary and project budgets with authority to re-allocate funds as needed; for directing, controlling and allocating human and financial resources to achieve long term program goals and project objectives; for directing recruiting efforts, and approving training and development plans submitted by subordinate managers; and for resolving employee conflicts including performance and disciplinary matters including authorizing disciplinary action and replying to grievances. The incumbent is also responsible for preparing performance appraisals for subordinate managers and team leaders, and for reviewing those prepared by subordinate managers and team leaders for their subordinate staff.</p> <p>= E.W.A. 2.4.1</p> <p>< E.W.A. 2.5.1 where there is a responsibility to ensure program objectives are achieved</p> <p>> E.W.A. 2.3.1 where there is no responsibility for supervising subordinate supervisors.</p>
3 Communication	Degree 6 (140 points)	<p>The work requires the incumbent of the position to represent DFO as its senior policy and economic advisor for the region for which responsible, in a region, nationally, or internationally in consultations with other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private sector organizations usually to step in where subordinate managers have been unable to obtain consensus or agreement, or where political sensitivities require the most senior professional expert to be present and broker the resolution of conflicting views and gain acceptance for mutually acceptable approaches to address contentious issues and negotiate the terms for and the implementation of multilateral or bilateral agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position.</p> <p>= E.W.A. 3.6.2</p> <p>< E.W.A. 3.7.2 where the position is required to mediate in awkward, pressured and sensitive situations, often without advanced warning, to reach agreement on major socio-economic issues where there are widely diverse opinions.</p> <p>> E.W.A. 3.5.1 where the communications take place within the federal government.</p>

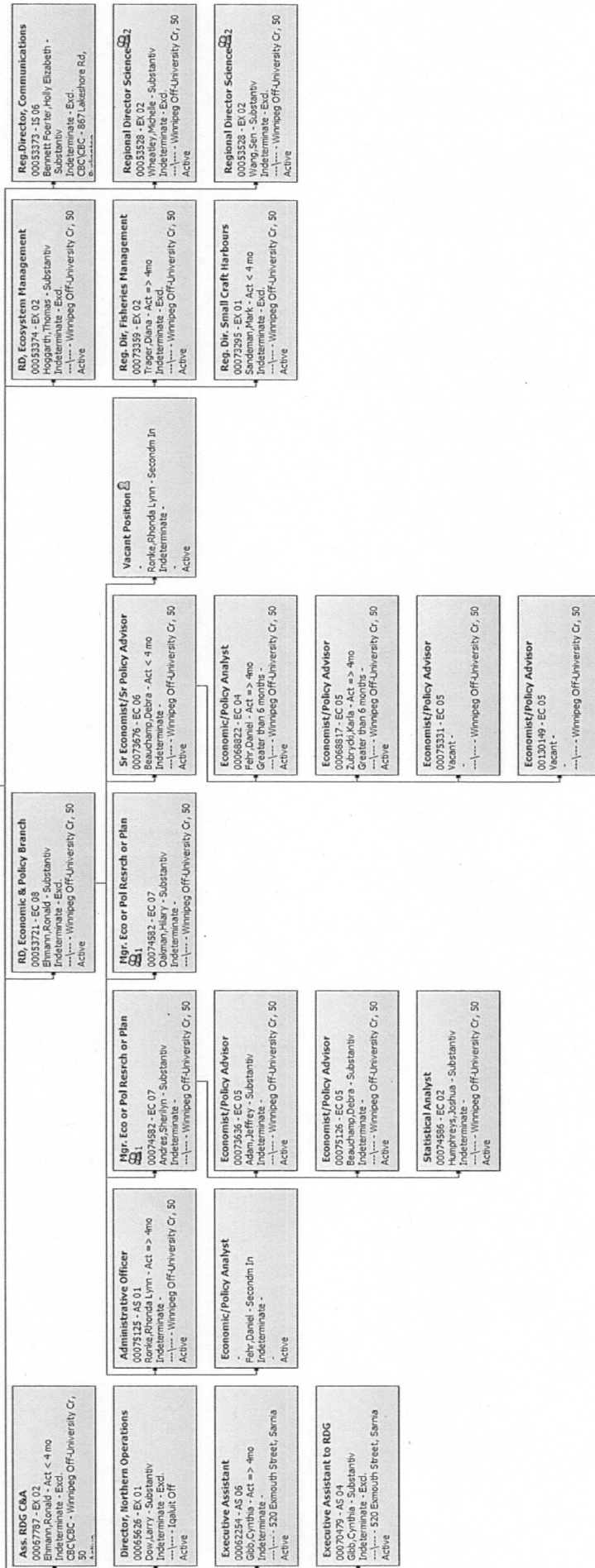
Element / Élément	Rating / Cote	Rationale / Justification
<p>4</p> <p>Knowledge of Specialized Field / Connaissance de domaines spécialisés</p>	<p>Degree 6 (105 points)</p>	<p>Knowledge to direct and provide authoritative advice on the conduct by subordinate managers and staff of complex and in-depth statistical and qualitative studies of the micro-economic implications of macro-economics, and the macro-economic implications of micro-economics in particular in relation to the industries, policies, programs, and legislation/regulations that form and influence the development and management of sustainable fisheries and aquaculture industries, healthy and productive aquatic systems, and safe and accessible waters, resource and integrated oceans management, and their interaction with the Canadian economy as a whole, and the impact of changes in the Canadian economy on the industries and products of the fisheries and aquaculture industries, oceans and navigable waters segments of the Canadian economy, and to serve as a departmental and intergovernmental expert in this complex multi-field nexus.</p> <p>Knowledge to provide authoritative advice on the economic merits of policy, program, and legislation/regulatory options and initiatives with respect to DFO renewal, strategic priorities, and strategic planning renewal, sustainable development, climate change, northern strategy, science policy, legislative and regulatory change and implementation including Species at Risk Act and Fisheries Act, the Aquatic Invasive Regulatory Framework, business development, multilateral and bilateral federal-provincial and international coordination, international trade, international governance in general and in particular the International Fisheries and Oceans Governance Strategy and its Integrated Performance Measurement and Risk Measurement Framework, the sustainable development and conservation of Canada's freshwater, marine, and coastal waters and related communities, industries, and federal-provincial-territorial issues, and their potential implications for the Canadian economy, its international competitiveness and international relations.</p> <p>= E.W.A. 4.6.1</p> <p>> E.W.A. 4.5.4 where the knowledge is limited to develop corporate/regional policies, strategies, initiatives and advice, whereas the SP is the authority for the policies, programs, etc. in a region.</p>

Element / Élément	Rating / Cote	Rationale / Justification
<p>5</p> <p>Contextual Knowledge / Connaissances contextuelles</p>	<p>Degree 5</p> <p>(80 points)</p>	<p>An expert knowledge of the business lines/organizations, programs, policies, and legislation of the Department of Fisheries and Oceans, including the Constitution Act, Oceans Act, the Fisheries Act, the Canadian Environmental Assessment Act, Species At Risk Act, and their legislation/regulations, other legislation, Federal/Provincial Memoranda of Understanding, International Treaties (e.g. NAFO, NASCO, US/Can Great Lakes Fisheries Convention, US/Can Great Lakes Water Quality Agreement. and others) as they inform the policies, programs, legislation/regulations, and activities the member organizations and business lines of DFO, their relationship with other federal departments, provincial/territorial governments, and non-government organizations, First Nations and community groups, industry associations, and their principal domestic and international economic, institutional, and policy issues, constraints, and opportunities in order to establish priorities for studies, and provide advice on the implications of studies for the Department in the region for which responsible, or nationally (as required), and its programs, activities, policies, legislation/regulations, and options for possible legislative or legislation/regulatory change.</p> <p>= E.W.A. 5.5.3</p> <p>< E.W.A. 5.6.4 as the position has a much greater international component than the SP.</p> <p>> E.W.A. 5.4.2 as the position is more limited to knowledge of federal role in health and of specific policies, trends and program issues relevant to the area of specialization.</p>
<p>6</p> <p>Research & Analysis / Recherche et analyse</p>	<p>Degree 5</p> <p>(165 points)</p>	<p>The incumbent of the position determines the extent of complex studies or surveys to achieve research of policy objectives and establishes the relevant terms of reference. The work requires determining the extent of complex studies and establishing the relevant terms of reference for studies, statistical surveys, and data collection, for the subordinate managers and staff of the branch. This research directed by the incumbent is composed of both unique and complex studies requiring either in-depth studies or the broader review of a number of subject areas including into economic, social, scientific, and resource policy, program, legislative, regulatory, or governance developments to identify strategic policy, economic, or other trends and issues impacting on the continued effectiveness of DFO policies, programs, or legislation/regulation. The studies directed by the incumbent provide recommendations with respect to the region for which responsible that are accepted by senior management and have a substantial influence on major program or regulatory decisions as they develop through the sound if innovative application of recognized forms of quantitative and qualitative analysis options to provide the evidential basis for advancing and developing such policy frameworks as the Aquatic Invasive Regulatory Framework, or the Integrated Performance Measurement and Risk Measurement Framework of the International Fisheries and Oceans Governance Strategy, and to identify policy or legislative/regulatory deficiencies and new and innovative policy, program, or legislation or regulatory initiatives targeted to address these deficiencies.</p>

Element / Éléme ^{nt}	Rating / Cote	Rationale / Justification
		<p>= E.W.A. 6.5.1</p> <p>< E.W.A. 6.6.1 where the position is required to develop strategies to advance the government's overall policy agenda.</p> <p>> E.W.A. 6.4.4 where the position is only required to propose modifications to study content, whereas the SP established the terms of reference for studies.</p>
7 Physical Effort / Effort physique	Degree 1 (3 points)	<p>The work requires sitting at a desk using a computer or telephone for conducting research, preparing documents, and communicating with others. The work requires sitting in meeting for extended periods of time, bending and reaching to obtain materials, and occasionally carrying bundles of documents or a lap-top computer and projector to meetings.</p> <p>= E.W.A. 7.1.1</p> <p>< E.W.A. 7.2.1 which is required to conduct inspections and walk through uneven terrain, as well as stand and bend to see objects.</p>
8 Sensory Effort / Effort sensoriel	Degree 1 (2 points)	<p>The work requires reviewing all presentations or draft policy documents prepared for senior management or for representatives of other departments, other governments, First Nations, community groups, associations, or private industry to ensure specific words or symbols are either included or excluded as appropriate under the circumstances, that all graphs and tables are visually positioned to achieve the desired impact (not split between two pages, etc), and that presentations conform to the time allotted.</p> <p>= E.W.A. 8.1.2</p> <p>< E.W.A. 8.2.1 for which the requirement to review documents to ensure graphs and tables don't overlap pages where there is no concern for its meaning is a regular part of the work, and is linked to the key activities.</p>

Element / Élément	Rating / Cote	Rationale / Justification
<p>9</p> <p>Working Conditions / Conditions de travail</p>	<p>Degree 2</p> <p>(8 points)</p>	<p>The work involves carrying out studies and preparing sensitive documents under constantly changing deadlines and time pressures imposed by regional, national or international priorities, undertaking travel within the position's region on a regular basis, long distance travel between the base office and other regions across Canada or internationally, and on occasion involving long distance travel involving layovers, and/or lengthy periods in a hotel during negotiations or conference deliberations.</p> <p>= E.W.A. 9.2.2</p> <p>< E.W.A. 9.3.1 since the international travel requirements is more frequent, i.e. monthly</p> <p>> E.W.A. 9.1.3 as there is no requirement to travel</p>

RDG Central & Arctic
00033370 - EX 03
Vacant -
- Exd.
CBC/CBC - 520 Elmouh Street, Samia



Position 63957



WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste 22558	Position Title - Titre du poste (M) Senior Negotiator
Position Classification - Classification du poste	National Occupation Code - Code national des professions -
Department/Agency - Ministère/organisme	Effective Date - Date d'entrée en vigueur FEBRUARY 8, 2008
Organizational Component - Composante organisationnelle Treaty and Aboriginal Policy Directorate	
Geographic Location - Lieu géographique	Job/Generic Number - Numéro d'emploi / de générique
Supervisor Position Number - Numéro du poste du surveillant 27938	Supervisor Position Title - Titre du poste du surveillant Regional Director
Supervisor Position Classification - Classification du poste du surveillant EX 01	
Language Requirements - Exigences linguistiques English Essential	Linguistic Profile - Profil linguistique
Communication Requirements - Exigences en matière de communication	
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité

Client Service Results - Résultats axés sur le service à la clientèle

Coordination of Departmental negotiations for constitutionally protected fishery treaty agreements on behalf of Canada, covering all aspects relating to the Department of Fisheries and Oceans' (DFO) mandate with senior officials of the government of Canada, the Province of British Columbia and the

22558 - (M) Senior Negotiator

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Last Modified: 2007-10-13

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Yukon Territory, First Nations Bands and Tribal Councils, and senior executives and managers of the Department.

The provision of policy options, analysis and strategic advice to departmental senior managers as well as negotiators, senior managers, Chief Federal Negotiators and senior negotiators in the Federal Treaty Negotiations Office (FTNO), members of the Treaty Negotiations Advisory Committee (TNAC), Local Advisory Committees (LAC), Regional Advisory Committees (RAC), the Chief Provincial Negotiators, Province of B.C negotiators, First Nations negotiators, expert staff (consultants), First Nation Bands and Tribal Councils, senior officials of Central Agencies (Treasury Board and Finance), stakeholders and the public.

Development and negotiation of Final Implementation Plans for approved Agreements based on an analysis of obligations, activities and costs and engagement with Area, Regional and National and Senior Department of Indian and Northern Affairs Canada (INAC) officials.

Key Activities - Activités principales

Conducts negotiations and coordinates Departmental participation in negotiations for the British Columbia Treaty Process and Yukon Territory on behalf of DFO as the senior departmental representative on all aspects of the fishery components of all comprehensive treaties and self-government agreements in the Pacific Region.

Develops and directs the preparation of negotiating mandates (including costing and coordinating stakeholder involvement) for Departmental and Cabinet support on a wide range of issues of fishery components for all comprehensive treaties and self-government agreements in the Pacific Region.

Develops Implementation Plans for approved Agreements including identification of obligations and activities, guidelines for committee operations, a communications strategy and development of annual reports.

Maintains the control of documents, ensuring the accuracy and relevance of the analysis of data and policies provided by the Directorate and cross-sectoral Departmental employees to ensure proper application and direction with respect to aboriginal and treaty perspectives.

Directing and managing a multi-disciplinary team of staff, coordinating personnel throughout the Department, consultants and senior officials from DFO and other Government Departments (OGDs), including representatives and legal council from the Department of Justice (DOJ), in negotiations, DFO negotiating caucus, joint working group sessions to address interrelated and/or conflicting issues and to propose strategies and solutions, and in managing the research exercises for negotiation topics and developing negotiation positions.

Plans, organizes and manages assigned negotiation files including the development and design of strategies for fisheries and approach elements of treaties, including recommendations and advice on

Supervisor's Statement – Déclaration du surveillant

This work description accurately describes the work assigned to this position.
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

Authorization – Autorisation

Name of Manager – Nom du gestionnaire

Manager's Signature – Signature du gestionnaire

Date

Skill - Habiletés

Knowledge of Specialized Fields:

The work requires:

- Thorough working knowledge of DFO's mandate, strategic plan, policies, practices and structures, including adjustments and changes in departmental and regional priorities and direction gained through extensive direct management experience.
- Knowledge of the socio-economic impacts related to First Nations groups in the Pacific Region and Canada with an awareness and consideration of the evolving needs and aspirations of varying aboriginal peoples in the area of fishery treaty claims and the evolving trends and developments in the fishery economy and the fishing industry. Knowledge and understanding of First Nation history, culture, values, and tradition of many different First Nations groups. Knowledge of the historical relationship between Aboriginal and non-aboriginal peoples, and an understanding of how this history has shaped the government-wide approach to aboriginal issues, the political and legal impact of positions and reality of today (e.g. aboriginal societies prior to contact to the present day situation of unrest, civil disobedience, litigation). This knowledge is required to appreciate and understand current circumstances and problems, to work towards creating the objective of a new relationship that will result in negotiated fair and honourable Treaties, and to direct, coordinate and/or participate in treaty negotiation processes that address and resolve outstanding issues.



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- Knowledge of the British Columbia Treaty Commission (BCTC) process and the modern dynamic methods, techniques, principles and practices employed in negotiation and dispute resolution to lead multi-disciplinary teams in negotiating agreements, develop negotiation strategies, alternatives to negotiate agreements and to participate in negotiations. Knowledge of the processes, techniques and practices in formal and informal consultation processes is needed to obtain the input of external stakeholders' interests and gain support of the BCTC process. For public speaking, knowledge of the techniques and practices of public and media relations is needed to deliver messages and present information to a variety of audiences, both internal to government and external.
- Knowledge is required of the commercial and recreational fishing industries, theories and principles of fisheries management, fish biology and fish habitat, fishing methods and practices for all species, and environmental and fish habitat impacts and conflicts of negotiations to develop negotiation strategies, to direct, coordinate (and conduct as required) negotiations, and for First Nations, industry and public consultations.
- Knowledge is required of the general theory of law to understand the legal implications and background of negotiations such as: Canada's, British Columbia's and Yukon's judicial system i.e. court from Provincial Court to Supreme Court of Canada; case law and its implications (e.g., William (2007), Marshall (1999), etc); Acts and Regulations have precedence (e.g. Canada vs. Provincial vs. Municipal); how the different Departments and Agencies get their authority how people are appointed to carry out certain enforcement functions and their limitations (e.g. a Fishery Officer will have different limits of powers than an RCMP Officer).

Contextual Knowledge:

The work requires:

- Knowledge is required of the roles, responsibilities, activities, organizational structure, and results of own unit and the Treaties Negotiations Unit: to determine the roles and responsibilities of the unit and to recommend organizational changes to the unit to deliver results effectively and efficiently; to manage, motivate, deploy, and counsel staff, and to guide their projects and activities.
- An expert knowledge of the business lines/organizations, programs, policies, and legislation of the Department of Fisheries and Oceans, including Aboriginal treaties and rights, the Constitution Act, Oceans Act, the Fisheries Act, the Canadian Environmental Assessment Act, Species At Risk Act, etc and their legislation/regulations, other Federal and Provincial legislation, such as the Indian Act and regulations, Federal/Provincial Memoranda of Understanding, International Treaties (e.g. International Pacific Halibut Convention, Canada/US Salmon Treaty and others) as they inform the policies, programs, legislation/regulations, and activities the member organizations and business lines of DFO, their relationship with other federal departments, provincial/territorial governments, and non-government organizations, First Nations and community groups, industry



associations, and their principal domestic and international economic, institutional, and policy issues, constraints, and opportunities in order to establish priorities for negotiations, and provide advice on the implications of studies for the Department regionally or nationally, and its programs, activities, policies, legislation/regulations, and options for possible legislative or legislation/regulatory change.

- Knowledge is required of on-going negotiations and precedents of the Department with respect to interim measures and Aboriginal Fisheries Strategy negotiations with various First Nation Bands and Tribal Councils to include consideration of these factors in the development of negotiation strategies, federal interest papers and other reports; in the provision of advice and expertise to clients; and in the coordination and/or conduct of negotiations.
- Knowledge is required of the mandate, organization roles and responsibilities of the Federal Treaty Negotiation Office (Department of Indian Affairs and Northern Development) and the FTNO members who execute those roles and responsibilities. This knowledge is required (as the FTNO has the Federal mandate to negotiate treaties with First Nations) to develop background reports, federal interest papers, negotiation strategies and policy input (to the policies of own and other Federal government departments), and to coordinate and/or conduct negotiations.
- The principles, practices, and key institutions governing the federal government (i.e. the "machinery of government") and horizontal federal government plans and priorities in order to carry out interdepartmental consultations, carry out environmental scans of the government wide policies and programs that directly affect and are affected by the treaty process in the Pacific Region, for example policies and/or programs of the Privy Council Office, Treasury Board, the Prime Minister's Office, the Department of Finance, Department of Indian and Northern Affairs Canada, Environment Canada, the Department of Foreign Affairs and International Trade, and others.
- Federal government objectives and their broad range interests that affect long range departmental priorities, in addition to be able to provide advice to DFO sectors and their external partner organizations to facilitate the promotion of consensus of departmental initiatives that can be integrated with horizontal government plans and priorities.
- Knowledge of other Canadian Treaty Settlements (north of 60) and ongoing Treaty negotiations, as they apply to fishery management structures, conducted by DIAND, the Aboriginal claimants and their aspirations and ancillary supporting organizations and structures throughout Canada.
- Knowledge of Aboriginal fishing rights and associated Government fiduciary responsibilities and obligations in fisheries management.
- Knowledge of international trends and legal decisions with respect to aboriginal peoples is required to determine the impact on federal treaty negotiation policy



Communication:

The work requires the incumbent of the position to represent DFO in the Pacific region, or nationally, in consultations and negotiations with other federal government departments, interdepartmental organizations, provincial governments, First Nations representatives, academic institutions, and private sector organizations to address contentious issues and negotiate the terms for and the implementation of multilateral or bilateral treaty agreements with First Nations communities and groups, OGDs, colleagues, and external stakeholders.

It is required that the incumbent must demonstrate a high level of interactive communication skills verbally, non-verbally and in writing in all duties of the position. The work requires skills to clarify, defend and present DFO's and Canada's interests and positions in negotiations with Provincial, First Nation representatives and external stakeholders and in advising senior management in the negotiating strategies, approaches, positions and any changes that may occur. Messages must be consistent however with the diversity of the audiences, the language and messages must be tailored to each particular audience (media, First Nations, community interest groups, etc) for the message to be understood by all parties. During negotiation and consultation meetings, the incumbent must be aware of the use of body language when interpreting and conveying non-verbal messages to ensure the right tone and demeanour expressed as well as maintain composure and professionalism during contentious discussions that result in emotional and heated responses by participants. It is crucial that active listening and probing for information and underlying interests be employed during negotiation and meetings.

The incumbent will be asked to prepare a variety of correspondence and presentation materials that present arguments in a logical, concise and clear manner for use by Senior Management, DOJ lawyers, OGDs, provincial, municipal governments, third parties and First Nations, in addition to writing and preparing negotiating position papers, strategies, briefing notes, agreements, etc. Writing skills are required to develop federal interest papers, to draft policy discussion papers, participating in the development of Treasury Board and Cabinet submissions for senior Regional and Headquarters managers for presentation at meetings with Central Agencies, Cabinet Committees, etc., and to draft agreements. These documents are provided to internal and external clients with varying levels of understanding of the knowledge of the subject.

Research and Analysis:

The incumbent is required to use research methods and analytical techniques to research and analyse historical documents, original transactions, financial records and old reports, and to research and analyse data and documents supplied by other parties and interest groups which are treaty negotiation specific. Research is comprised of unique and complex studies that require interpretation and understanding of technical, scientific and legal documents, reports and materials in order to determine their relevance and applicability to treaty negotiations processes, the implication of treaty settlement options, scenarios and predictions, and the development of background reports, federal interest papers, negotiation strategies and input to policy. These reports, papers, strategies and policies must be reviewed for accuracy and compliance with federal legislation, policies and interests pertaining to First Nation Treaty negotiations.



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Analyses Federal, Cabinet and DFO regional mandates, policies and programs on aboriginal fisheries treaties. Directs the development of projections or optional scenarios and models of anticipated or potential claims settlements based on developed databases, analysis, and information and their impact on commercial and recreational fisheries. Determines their impact on departmental operations, and cost estimates of treaty settlements and implementation plans. Develops Implementation Plans for approved Agreements, based on analysis and review of information provided by the Regional Negotiators and the Policy Analysis and Treaty Support Unit of TAPD and which includes information such as: identification of DFO obligations and activities arising from Agreements and the manner in which DFO will fulfil these obligations and undertake these activities; guidelines for the operation of the Implementation Committee; a communications strategy; the development of annual reports on the implementation of the Agreements; and other matters agreed to by the Parties to the Agreement(s). These mandates and policies can often be vague and easily misinterpreted. The Senior Negotiator must carefully read and interpret them, seek clarification as necessary so they are not taken out of context. Misinterpretation could result in developing strategies and policies, and negotiating positions that will not be manageable or deliverable. This would not only embarrass the Department but also frustrate the FTNO negotiators. Other parties to the negotiations would view this as negotiating in bad faith.

Contributes to the process of analysing and redrafting options for the Federal Cabinet Treaty mandate on Fisheries for providing ongoing direction to the British Columbia Treaty process. Requires unique understanding of the complexity of Pacific fisheries and the aspirations of First Nations combined with a complete understanding of Federal policies regarding Treaties and Aboriginal self-government. The complexity of issues including finding acceptable solutions for First Nations and third Parties regarding limited and fully subscribed fisheries resources requires the maintenance of extensive problem solving skills given the diversity of options and the requirements of integrating numerous considerations.

Effort - Efforts

Sensory/ Emotional Effort:

Actively listens to various stakeholders and their positions during regular meetings, discussions and at the negotiation table. These positions may vary with the participant and the political and cultural sensitivity associated with each group and the incumbent must demonstrate respect and understanding, especially with respect to First Nation values. Therefore it is crucial to listen and try to understand the positions and statements made by colleagues, OGDs, Provincial, First Nation and external stakeholder representatives about their underlying interests, concerns, and issues. Visually reading and interpreting non-verbal messages presented by First Nations, OGDs, Provincial counterparts, and external stakeholders is required to fully understand the underlying interests, concerns, and issues and ensure there is no misinterpretation of cultural behaviours (i.e., eye contact, etc) during the negotiation process. Sensitivity, understanding and empathy are essential in working with First Nations who have different cultural values, views and language, and when negotiating topics that are culturally and emotionally sensitive.

Intellectual Effort:

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Intellectual effort, judgement, strategic thinking and initiative are required to:

- Develop strategies and plans for the coordination of negotiations, ensuring adequate logistical, technical or scientific support is provided. Provides the results of biological and economic studies to the Regional Negotiators to ensure they are incorporated into negotiations' activities. Ensures negotiating policies and strategies of other Federal government departments are considered for their applicability to DFO processes.
- Responds to fisheries management policy issues. This work must consider departmental policies, legislative obligations, federal-provincial jurisdictions and stakeholder interests. Analysis is required to identify the information sources, evaluate economic and political implications for varying responses and provide recommendations on appropriate action. Fisheries management policy is a field where there is constant political change, biological and economic uncertainty and lack of predictability. Responses to issues may be required in several hours and may be hampered by multi-stakeholder interests that conflict with departmental positions.
- Resolution of each of the following problems requires consideration of conflicting interests and agendas and differing viewpoints of other federal government departments, the Province of B.C., First Nations, commercial and recreational fishing industries, environmental groups, other stakeholders and the public while maintaining the integrity of DFO positions and interest:
 - Provides expert advice on rewriting Federal Mandates.
 - Expands mandates and policy into workable settlements for treaties by developing policy options for review by the Director Aboriginal Policy Governance, Regional Director of Treaty and Aboriginal Policy, and other senior management.
 - Answers questions immediately, clarifies interpretations, responds to/or disposes of misconceptions and challenge statements made by other parties at meetings, consultations and negotiating tables; determines whether decisions/suggestions will have a negative impact at negotiating tables (main).
 - Formulates and develops strategic positions, alternative proposals, recommendations on controversial and politically sensitive fisheries and comprehensive claims issues, federal interest papers, and reports.
- Interprets DFO positions, policies and programs regarding fisheries management, treaty negotiations, Aboriginal Fisheries Strategy, and technical information/data. Analyses and determines the forum, depth and type of information relevant to the issues and concerns of each client or client group.
- Develops drafting language for Treaty AIPs and Final settlements which requires complex analysis of options and significant problem solving skills to resolve often conflicting DFO preferences and policy with Federal direction related to the resolution of Aboriginal Treaty Settlements. Involves unique solutions to conflicts between third parties and Aboriginal



requirements under Treaties in often highly charged atmospheres with considerable time pressures and overlapping demands. Often definitive directions or mandates are lacking.

- Providing a think-tank environment for Unit staff and selected other personnel from throughout the Department to develop new approaches to various technical analysis methods and a safe thinking and discussion area from which to ponder potential options for fishery claim issues.
- Identifying alternative approaches and options which might be adapted for use in fisheries through observing negotiation of other settlement components, such as wildlife, forest, mineral and land resources and their management, various aspects of self-government, etc
- Preparing proposal submissions for Departmental and Cabinet mandates in line with current and long-term aboriginal treaty fishery negotiation policy, some of which may not exist in writing or in any formal way, and which will be influenced by the proposals themselves.

Physical Effort:

The work may require sitting for long periods of time, while operating a computer, conducting analytical work, reviewing written material, and attending meetings.

Responsibility - Responsabilités

Decision Making/Information for the Use of Others

This position takes the lead as the region's key departmental official in structuring and quantifying the settlements, individually and region-wide. The incumbent is responsible for treaty negotiation strategy, its coordination within DFO and providing expert advice on fisheries and aquaculture management issues addressed in negotiations to a variety of internal and external clients. The work requires making decisions on treaty negotiations strategies, developing advice on claims settlement scenarios and predictions of their biological, economic, political and community impacts, and developing implementation plans and how the impact of these decisions will affect DFO, the Government of Canada, commercial and recreational fisheries, First Nations communities, fishery and aquatic resources. Coordinating with the Manager of Policy Analysis and Treaty Support, the Regional Director of TAPD and other employees across sectors of DFO, the Senior Negotiator considers the analysis and information presented for the treaty negotiation strategies, options and implications with legal input and departmental direction to implement the overall strategy and coordination that will be used by DFO. Evaluates fisheries information and develops recommendations to minimize biological, economic and management affects, based on study results and own analysis of affects and impacts on third parties of specific proposals (these are also protected to other claimant groups), regarding the magnitude and configuration of negotiating positions leading to claims settlement and implementation plans involving allocations of fish and commercial fishing licences, fisheries management authorities and structures.



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Provides information regarding DFO positions and resource requirements for implementation of Agreements to senior officials of DIAND who present this information to Treasury Board (TB) for approval of funding for Agreement implementation processes; and upon approval of funding from TB. Presents, explains and defends DFO interests and positions regarding specific issues, as the DFO representative, to members of the Bilateral Working Group (comprised of FTNO and may include other Federal departments outside of the Federal Caucus). Members of the Bilateral Working Group use this information to develop strategies regarding specific issues (e.g. trade and barter; First Nations' law making).

Presents Implementation Plans to the Treaty Steering Committee (comprised of the Regional Director General and members of the Regional Executive) for their consideration, approval and authority. Presents, explains and defends DFO interests and positions and sponsors DFO Memoranda to Cabinet, as the DFO representative, to officials of the B.C. Federal Caucus (comprised of representatives from all Federal government departments in the Region and chaired by FTNO). Information presented also includes updates on negotiating tables and shared interests/issues. Members of the B.C. Federal Caucus use this information to develop strategies to address common issues (i.e., Canadian Environmental Assessment Agency Guidelines for First Nations' participation) and to develop Memoranda to Cabinet (MCs) for changes to negotiating mandates, instructions and authorities for Agreements in Principle (AIPs) and Final Agreements. Participates with the DFO representative to the Headquarters Federal Caucus, in the development of DFO positions, used by members of the HQ Federal Caucus to develop Memoranda to Cabinet for changes to negotiating mandates, instructions and authorities for Agreements in Principle (AIPs) and Final Agreements.

Assesses the conduct and content of negotiations, and evaluates DFO, FTNO, Province of B.C. and First Nations proposals relating to legal requirements under Federal legislation, such as the Fisheries Act and Regulations, Marine Mammal Regulations, Canadian Environmental Assessment Act, Oceans Act, Navigable Waters Protection Act, Canada Shipping Act, etc. and the Cabinet Mandate (Province-wide Negotiating Mandate for Agreement in Principle [AIP] for Fisheries in B.C.). During the conduct of negotiations (involving DFO and/FTNO, and/or the Province of B.C., and/or First Nations) has the authority to advise against the inclusion of statements which do not meet legal requirements under Federal legislation or the Cabinet Mandate (e.g. Fisheries and Oceans Act Sections 4 and 5 which define the powers duties and functions of the Minister and that the Minister may enter into agreements respecting the carrying out of programs for which the Minister is responsible; Fisheries Act s. 43 the making of Regulations; s. 49 powers of Fishery Officers and Fishery Guardians; the Cabinet mandate respecting Treaties which could include provisions as to what can be negotiated in fish quantum, types and locations of harvests, harvest methods, management regimes, enhancement and/or habitat restoration).

Settlement of the fisheries component of aboriginal treaties will have major effects on the overall management and development of the Pacific region recreational, commercial, and aboriginal fisheries in a structural sense as well as on related secondary and tertiary regional industrial and community development.

Develops and edits proposed fisheries related Treaty Settlement language for incorporation into Agreement in Principle (AIP) and Final Agreements for review by legal staff (DOJ), DFO senior managers



and FTNO Chief Federal Negotiators and presentation to Provincial and First Nation's negotiating teams for their review and concurrence and then incorporation into the AIP and Final Agreements.

Management of Human Resources

Leads multi-disciplinary project teams comprised of Public Service employees, and when needed contract professionals, engaged in development, negotiation, and implementation of treaties. This involves establishing priorities and objectives for own activities and activities of the Regional Negotiators and the negotiating tables, developing work methodologies, monitoring performance against planned deliverables, appraising employee performance and working with employees in the development of their learning guides and current professional development plans. In addition to these duties, the manager will be responsible for the overall workplace health and safety of their employees. On a strategic level, the manager will be responsible for considering all the future human resource planning needs of the unit including recruitment, retention, and succession planning, in addition to adhering to the Public Service Employment Act and Regulations and all associated policies, both departmental and federal.

Management of Financial Resources

Plans and controls the operating budget of the Unit. Activities are preformed in accordance with established resource limits, departmental policies, the Financial Administration Act and Treasury Board guidelines.

Commits Unit funds from the overall budget for projects, operational and maintenance expenses. This includes retaining consultants/contractors, verifying deliverables and approving payments, approving travel and training expenses and reallocating funds within the Unit budget. Activities are preformed in accordance with departmental policies, the Financial Administration Act and Treasury Board guidelines and directives.

Management of Physical Assets and Products

Operates and maintains a personal computer, software and peripherals for personal use in performing duties.

This position requires the incumbent to work with and maintain Memoranda to Cabinet and other secret and confidential files and documents.

Has custody of working files, reports, reference materials and Cabinet documents for personal use and for the use of authorised unit and departmental colleagues and members of inter-departmental committees and working groups in negotiations pertaining to fisheries and oceans management and Aboriginal fishing rights. Files may be difficult to replace as they contain original or sole copies. The loss or improper disclosure of Cabinet documents and other sensitive materials contained in files would constitute a serious breach of government security.



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Working Conditions - Conditions de travail

Physical

The work is performed in a normal office environment. There is a requirement to occasionally undertake travel within the Pacific Region on a regular basis, and occasionally long distance travel between Regional Headquarters and other regions across Canada, including the National Capital Region.

Psychological

This work is performed in a dynamic, politically sensitive and challenging environment and involves negotiating complex sensitive agreements under constant changing deadlines and pressures imposed by regional, national, international and Aboriginal representative priorities. This can lead to a lack of control over the pace of work. This dynamic can create a stressful environment that requires the incumbent to deal with criticism and aggressive behaviour from various parties and stakeholders with differing cultural and political values. While participating in negotiations of treaties and agreements, the position requires maintaining a professional manner with federal and provincial negotiators and colleagues and delegates and being empathetic but in control of emotions when listening to First Nation individual narratives regarding factual and alleged situations of destitution, poverty and abuse.

Additional Information - L'information additionnelle

No attachments were found

EC GROUP EVALUATION FORM / FORMULAIRE D'ÉVALUATION GROUPE

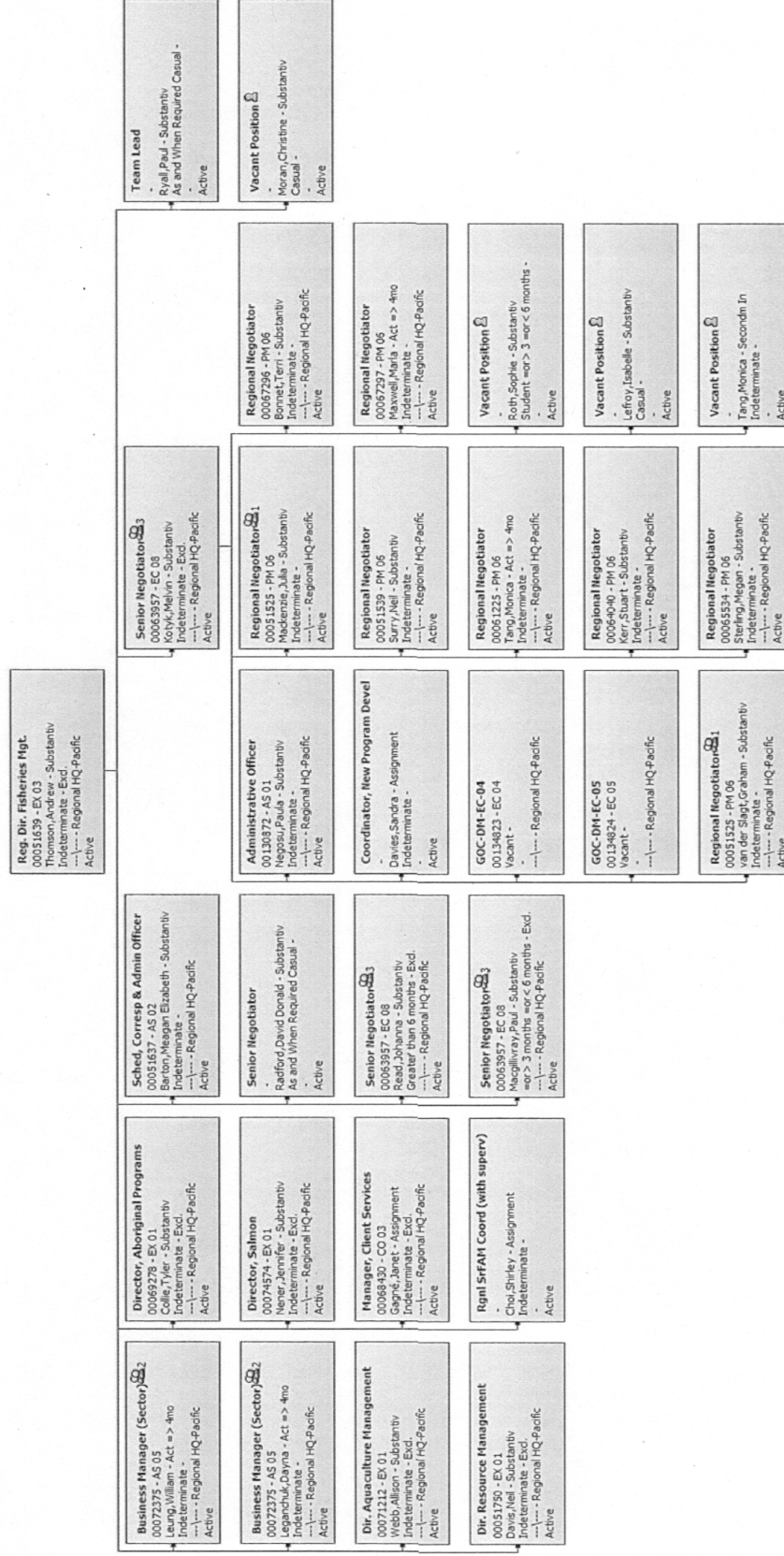
Branch / Direction générale :	Fisheries and Aquaculture Management, Treaty and Aboriginal Policy
Position number / Numéro du poste :	22558
Position Title / Titre du poste :	Senior Negotiator
Group and Level / Groupe et niveau :	SI-08/EC-08
Committee members / Membres du comité :	Kathryn Swedlo/Evelyne Montigny
Date :	May 13, 2008
Total points	EC-08, 803 (750 – 1000)

Group allocation/ Allocation de groupe	Group allocation justification/ Justification de l'allocation de groupe	Comments / Commentaires
Inclusions 1 and 8	<p>Coordination of departmental negotiations for constitutionally protected fishery treaty agreements on behalf of Canada and the Department of Fisheries (DFO), including the provision of policy options, analysis and strategic advice to departmental senior managers as well as negotiators, senior managers, Chief Federal Negotiators and senior negotiators in the Federal Treaty Negotiations Office (FTNO), members of the Treaty Negotiations Advisory Committee (TNAC), Local Advisory Committees (LAC), Regional Advisory Committees (RAC), the Chief Provincial Negotiators, Province of B.C negotiators, First Nations negotiators, expert staff (consultants), First Nation Bands and Tribal Councils, senior officials of Central Agencies (Treasury Board and Finance), stakeholders and the public. This involves unique and complex studies to research and analysis of historical documents, original transactions, financial records and old reports, and research and analysis of data and documents supplied by others. The provision of expert advice on rewriting Federal Mandates, the expansion of mandates and policy into workable settlements for treaties by developing policy options for review, responding to answers questions immediately, clarifying interpretations, responding to/or disposing of misconceptions and challenge statements made by other parties at meetings, consultations and negotiating tables; determining whether decisions/suggestions will have a negative impact at negotiating tables (main); formulating and developing strategic positions, alternative proposals, recommendations on controversial and politically sensitive fisheries and comprehensive claims issues, submitting interest papers, and reports.</p>	No exclusion apply.

Element / Élément	Rating / Cote	Rationale / Justification
1 Decision Making / Prise de décision	7 (165 points)	<p>The work requires making decisions requiring judgment and initiative when determining objectives of treaty and self-governing agreements, the extent and requirement of studies to compile, extract and analyze statistical information required to develop treaty negotiations strategies, develop advice on claims settlement scenarios and predictions of their biological, economic, political and community impacts, and develop implementation plans and how the impact of these decisions will affect DFO, the Government of Canada, commercial and recreational fisheries, First Nations communities, fishery and aquatic resources. Judgment and initiative is required in coordinating with the Manager of Policy Analysis and Treaty Support, the Regional Director of TAPD and other employees across sectors of DFO to consider the analysis and information presented for the treaty negotiation strategies, options and implications with legal input and departmental direction to implement the overall strategy and coordination that will be used by DFO. Judgment and initiative are required to coordinate Departmental negotiations for constitutionally protected fishery treaty agreements with other federal and provincial departments, aboriginal groups, and stakeholders on behalf of Canada. As well as, to evaluate fisheries information and develop recommendations to minimize biological, economic and management affects, based on study results and own analysis of affects and impacts on third parties of specific proposals.</p> <p>= EWA 1.7.2 < EWA 1.8.1 where as the federal government's expert, develops authoritative recommendations on economic program and funding issues and implications across levels of government are not known. > EWA 1.6.2 where comprehensive research and analysis to provide research policy development advice to litigation teams and case managers.</p>
2 Leadership and Operational Management / Leadership et gestion opérationnelle	4 (90 points)	<p>Leads multi-disciplinary project teams comprised of Public Service employees, and when needed contract professionals, engaged in development, negotiation, and implementation of treaties. This involves establishing priorities and objectives for own activities and activities of the Regional Negotiators and the negotiating tables, developing work methodologies, monitoring performance against planned deliverables, appraising employee performance and working with employees in the development of their learning guides and current professional development plans. In addition to these duties, the manager will be responsible for the overall workplace health and safety of their employees. On a strategic level, the manager will be responsible for considering all the future human resource planning needs of the unit including recruitment, retention, and succession planning, in addition to adhering to the Public Service Employment Act and Regulations and all associated policies, both departmental and federal.</p> <p>= EWA 2.4.4 < RWA 2.5.1 where the operational budgets are managed and performance of subordinate managers are evaluated. > EWA 2.3.4 that plans and controls the work of a technical officer, leads inter-divisional project teams, estimates and recommends staff and operating resources.</p>

<p>3 Communication</p>	<p>6 (140 points)</p>	<p>Represent DFO in the region, or nationally, in consultations and negotiations with other federal government departments, interdepartmental organizations, provincial governments, First Nations representatives, academic institutions, and private sector organizations to address contentious issues and negotiate terms for and the implementation of multilateral or bilateral treaty agreements with First Nations communities and groups, OGDs, colleagues, and external stakeholders. The requires a high level of interactive communication skills verbally, non-verbally and in writing, as well as, skills to clarify, defend and present DFO's and Canada's interests and positions in negotiations with the above participants.</p> <p>= EWA 3.6.2 < EWA 3.7.2 where contacts require mediating in awkward, pressured and sensitive situations, often without advance warning, to reach agreement on issues of major importance and widely diverse opinions. > EWA 3.5.1 where the position consults and liaises with other departments for consensus on departmental initiatives.</p>
<p>4 Knowledge of Specialized Field / Connaissance de domaines spécialisés</p>	<p>5 (80 points)</p>	<p>A general theory of law to understand the legal implications and background of negotiations. The knowledge of socio-economic impacts related to First Nations groups in the Pacific Region and Canada with an awareness and consideration of the evolving needs and aspirations, as well as First Nation history, culture, values, and tradition of many different First Nations groups, historical relationship between Aboriginal and non-aboriginal peoples, and an understanding of how this history has shaped the government-wide approach to aboriginal issues, the political and legal impact of positions and reality of today.</p> <p>= EWA 4.5.2 < EWA 4.6.1 where the position acts as a departmental source of expertise for concepts, theories and principles of macro and micro-economics and interrelationships, and of studies concerning political and economic effects of social development with a deep understanding of economic, social cultural and international concerns and pressures. > EWA 4.4.2 where research and analysis is on legal issue of single cases where precedent is unavailable.</p>
<p>5 Contextual Knowledge / Connaissances contextuelles</p>	<p>6 (105 points)</p>	<p>Requires expert knowledge of the business lines/organizations, programs, policies, and legislation of the Department of Fisheries and Oceans, including Aboriginal treaties and rights, the Constitution Act, Oceans Act, the Fisheries Act, the Canadian Environmental Assessment Act, Species At Risk Act, etc and their legislation/regulations, other Federal and Provincial legislation, such as the Indian Act and regulations, Federal/Provincial Memoranda of Understanding, International Treaties (e.g. International Pacific Halibut Convention, Canada/US Salmon Treaty and others) as they inform the policies, programs, legislation/regulations, and activities the member organizations and business lines of DFO, their relationship with other federal departments, provincial/territorial governments, and non-government organizations, First Nations and community groups, industry associations, and their principal domestic and international economic, institutional, and policy issues, constraints, and opportunities in order to establish priorities for negotiations, and provide advice on the implications of studies for the Department regionally or nationally, and its programs, activities, policies, legislation/regulations, and options for possible legislative or legislation/regulatory change. The work requires knowledge of principles, practices, and key institutions governing the federal government (the "machinery of government") and horizontal federal government plans and priorities in order to carry out interdepartmental consultations, carry out environmental scans of the government wide policies and programs. A general theory of law to understand the legal implications and background of negotiations. The socio-economic impacts related to First Nations groups in the Pacific Region and Canada with an awareness and consideration of the evolving needs and aspirations, as well as First Nation history, culture, values, and tradition of many different First Nations groups, historical relationship between Aboriginal and non-aboriginal peoples, and an understanding of how this history has shaped the government-wide approach to aboriginal issues, the political and legal impact of positions and reality of today.</p> <p>= EWA 5.6.2 > EWA 5.5.1 where the position requires knowledge of the history of aboriginal policy development and historical relationships in the North.</p>

6 Research & Analysis / Recherche et analyse	6 (210 points)	<p>The work requires using research methods and analytical techniques to research and analyse historical documents, original transactions, financial records and old reports, and to research and analyse data and documents supplied by other parties and interest groups which are treaty negotiation specific. Research is comprised of unique and complex studies that require interpretation and understanding of technical, scientific and legal documents, reports and materials in order to determine their relevance and applicability to treaty negotiations processes, the implication of treaty settlement options, scenarios and predictions, and the development of background reports, federal interest papers, negotiation strategies and input to policy. To direct the development of projections or optional scenarios, models and strategies of anticipated or potential claims settlements based on developed databases, analysis, and information and their impact on commercial and recreational fisheries.</p> <p>= EWA 6.6.1 > EWA 6.5.1 where the position evaluates government initiatives related to socio-economic policies and programs to assess impact on departmental activities.</p>
7 Physical Effort / Effort physique	1 (3 points)	<p>The work requires sitting at a desk using a computer or telephone for conducting reviews of statistics collected, preparing documents, and communicating with others. The work requires sitting in meetings for extended periods of time, bending and reaching to obtain materials, and occasionally carrying bundles of documents or a lap-top computer and projector to meetings.</p> <p>= E.W.A. 7.1.1 < E.W.A. 7.2.1 where there is a greater requirement for physical effort to conduct annual site inspections of large sites, requiring walking through uneven terrain, standing and bending to see objects.</p>
8 Sensory Effort / Effort sensoriel	1 (2 points)	<p>The work requires reviewing data to ensure accuracy of data, tables, entries to databases, etc., to ensure no transposition of numbers has taken place, and no elements have been missed in data entry or transformation (in form).</p> <p>= E.W.A. 8.1.2 < E.W.A. 8.2.1 where there is a greater requirement for sensory effort to review documents to ensure graphs and tables do not overlap pages, where there is no concern for meaning and this is an integral part of the work (supported by key activities).</p>
9 Working Conditions / Conditions de travail	2 (8 points)	<p>The work requires travel within the Pacific Region on a regular basis, and occasionally long distance travel between Regional Headquarters and other regions across Canada, including the National Capital Region</p> <p>= EWA 9.2.2 < EWA 9.3.1 where the position is travels to monthly conference in Canada and abroad. > EWA 9.1.2 where at least once a month there is travel to other cities in the region.</p>



Position 65642



WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste 24265	Position Title - Titre du poste Regional Director, Policy and Economics Branch
Position Classification - Classification du poste ES 07 (proposed)	National Occupation Code - Code national des professions 4162 - Economists and Economic Policy Researchers and Analysts
Department/Agency - Ministère/organisme Fisheries and Oceans Canada	Effective Date - Date d'entrée en vigueur
Organizational Component - Composante organisationnelle Policy and Economics Branch, DFO Regional Directorate	
	Job/Generic Number - Numéro d'emploi / de générique 771
Supervisor Position Number - Numéro du poste du surveillant	Supervisor Position Title - Titre du poste du surveillant Regional Director General
Supervisor Position Classification - Classification du poste du surveillant	
Language Requirements - Exigences linguistiques	Linguistic Profile - Profil linguistique
Communication Requirements - Exigences en matière de communication	
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité

Client Service Results - Résultats axés sur le service à la clientèle

Directs the provision of economic and policy and program research, consultation, liaison, coordination, management and advisory services; as the senior economic and policy advisor responsible for providing research and authoritative advice on the implications of national, provincial and international economic developments and policy, program, and legislation/regulatory initiatives for DFO corporate (strategic and operational) plans, and for DFO policies, programs, and legislation/regulations in the region for which responsible and nationally, and on policy, program, and legislative/regulatory or governance options for addressing these implications for the consideration of the Regional Director General, the ADM Policy Sector and others as required, the Deputy Minister and Minister of DFO, for Cabinet and Treasury Board.

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Key Activities - Activités principales

Serves as the federal government's expert on policy and economics informing DFO programs and program efficiency and effectiveness of the region for which responsible, and senior policy and economics advisor to the Regional Director General and to the ADM Policy Sector on the economic impact of federal



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government, provincial government, and other domestic and international policy, program, or legislation/regulatory initiatives and economic developments on the current and future viability of DFO policies, programs, and legislation/regulation in the region for which responsible and nationally as required, and on the policy options for the Department to effectively address these initiatives and developments, in a manner consistent with departmental strategic and horizontal priorities for sustainable fisheries and aquaculture, healthy and productive aquatic ecosystems, safe and accessible waters and related enabling functions, and consistent with the federal government horizontal policy agenda, integrating the issues and concerns of other federal departments, local communities, provincial governments, foreign governments and international institutions

Directs the planning, development, and delivery, through subordinate managers of a comprehensive program of complex ongoing research into sustainable socio-economic development economic, social, scientific, and resource policy, program or legislation or regulatory performance or governance, and developments in the region of Canada for which responsible, and internationally, to identify strategic economic, legislation/regulatory, or other trends and issues arising for DFO policies, programs, or legislation/regulation in the region and (as appropriate) for the Department nationally or internationally to develop new or innovative strategies for managing these strategic issues closely linked to the federal government's horizontal policy agenda.

Directs the coordination and development, through subordinate managers, of the economic and scientific evidential basis for policy, program, and legislative/regulatory initiatives, or strategic planning direction, to address strategic policy issues that have been identified in collaboration with DFO organizations, other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private sector for-profit and non-profit organizations in the region for which responsible, for the consideration of Regional Director General and other senior officials within DFO at the regional and national level to the ADM level, and to the DM level in provincial governments in the development of consensus on the course of action to take.

Directs the preparation and the management of the preparation by subordinate managers of comprehensive position papers, draft strategic plans and planning documents, draft Memoranda to Cabinet, draft Treasury Board Submissions, briefing notes, presentations to the Regional Director General and senior officials within DFO including (as required) to the Minister, and to the DM level in provincial governments and senior officials/representatives of other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private sector organizations in the region for which responsible in order to explore, advance, and promote possible consensus positions for DFO and its partner organizations to adopt in response to horizontal government priorities or initiatives, or to complex strategic economic and/or policy issues and developments to which DFO in the region must develop a response in collaboration with other organizations.

Represents DFO directly or through subordinate managers and staff in a region, nationally, or internationally in consultations with other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private sector for-profit and non-profit organizations to address contentious issues and negotiate the terms for and the implementation of multilateral or bilateral agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position.

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Plans, coordinates, and directs the work of the policy and economics branch of a region through subordinate unit managers and the planning, leadership, coordination and management by subordinate team leaders and working group managers of multi-disciplinary departmental, interdepartmental, or intergovernmental, and government-industry project teams or working where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake research studies. Delegates authority and functions to subordinate managers and plans and manages the human and financial



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resources of the Branch through these subordinate managers. Is also responsible (as required by the RDG) to provide functional coordination within the Regional Management Committee on national and regional policy development.

Employee's Statement – Déclaration de l'employé

I have been given the opportunity to read and comment on the content of this work description.
J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.

Name of Employee – Nom de l'employé

Michel Audet

Signature

Date

23/7/07

Supervisor's Statement – Déclaration du surveillant

This work description accurately describes the work assigned to this position.
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

James B Jones

Signature of Supervisor – Signature du surveillant

Date

Authorization – Autorisation

Name of Manager – Nom du gestionnaire

Michaela Huard

Manager's Signature – Signature du gestionnaire

Date

Skill - Habiletés

Knowledge of Specialized Fields:

The work requires:

an authoritative knowledge of the theories, principles, and methodology of both macro-economics and micro-economics and their interrelationship with a number of fields of economics, sociology, and political science in sufficient depth to direct and provide authoritative advice on the conduct by subordinate managers and staff of complex and in-depth statistical and qualitative studies of the micro-economic implications of macro-economics, and the macro-economic implications of micro-economics in particular in relation to the industries, policies, programs, and legislation/regulations that form and influence the development and management of sustainable fisheries and aquaculture industries, healthy and productive aquatic systems, and safe and accessible waters, resource and integrated oceans management, and their interaction with the Canadian economy as a whole, and the impact of changes in the Canadian economy on the industries and products of the fisheries and aquaculture industries, oceans and navigable waters segments of the Canadian economy, and to serve as a departmental and intergovernmental expert in this complex multi-field nexus.

an authoritative knowledge of the theories, principles and methodology of public economics, public finance, or political economy and international economics for their application in the analysis and/or development of, or the provision of authoritative advice on the economic merits of policy, program, and legislation/regulatory options and initiatives with respect to DFO renewal, strategic priorities, and strategic planning renewal, sustainable development, climate change, northern strategy, science policy, legislative and regulatory change and implementation including Species at Risk Act and Fisheries Act, the Aquatic

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Invasive Regulatory Framework, business development, multilateral and bilateral federal-provincial and international coordination, international trade, international governance in general and in particular the International Fisheries and Oceans Governance Strategy and its Integrated Performance Measurement and Risk Measurement Framework, the sustainable development and conservation of Canada's freshwater, marine, and coastal waters and related communities, industries, and federal-provincial-territorial issues, and their potential implications for the Canadian economy, its international competitiveness and international relations.

the theories, principles, practices, and methodology of statistical science as applied in business statistics, statistical surveys, and other statistical analysis of the fisheries and aquaculture industries, species at risk, fisheries habitat, or oceans and freshwaters as a whole or of their constituent industries, products, services, communities or environment or in the analysis of the effectiveness of government and non-government institutions, policies, programs, governance, legislation, regulations, and international treaties designed to enhance the future prospects of these sectors of the Canadian economy, and develop recommendations on the need for new or restructured institutions, governance structures, policies or programs or their elimination based authoritative data and conclusions both to direct and assess statistical research being carried out and to direct and assess the management of the collection, processing, analysis, storage, and distribution of statistical data for the region.

Contextual Knowledge:

The work requires:

an expert knowledge of the business lines/organizations, programs, policies, and legislation of the Department of Fisheries and Oceans, including the Constitution Act, Oceans Act, the Fisheries Act, the Canadian Environmental Assessment Act, Species At Risk Act, and their legislation/regulations, other legislation, Federal/Provincial Memoranda of Understanding, International Treaties (e.g. NAFO, NASCO, US/Can Great Lakes Fisheries Convention, US/Can Great Lakes Water Quality Agreement, and others) as they inform the policies, programs, legislation/regulations, and activities the member organizations and business lines of DFO, their relationship with other federal departments, provincial/territorial governments, and non-government organizations, First Nations and community groups, industry associations, and their principal domestic and international economic, institutional, and policy issues, constraints, and opportunities in order to establish priorities for studies, and provide advice on the implications of studies for the Department in the region for which responsible, or nationally (as required), and its programs, activities, policies, legislation/regulations, and options for possible legislative or legislation/regulatory change.

the principles, practices, and key institutions governing the federal government (i.e. the "machinery of government") and horizontal federal government plans and priorities in order to carry out interdepartmental consultations, carry out environmental scans of the policy environment across all federal departments, in particular those operating in the region for which responsible and provide advice to other DFO organizations and their external partner organizations in the region for which responsible on the policy environment and/or facilitate the promotion of consensus departmental initiatives that can be integrated with horizontal government plans and priorities.

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Communication:

The work requires the incumbent of the position to represent DFO as its senior policy and economic advisor for the region for which responsible, in a region, nationally, or internationally in consultations with other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private sector organizations usually to step in where subordinate managers have been unable to obtain consensus or agreement, or where political sensitivities require the most senior professional expert to be present and broker the resolution of conflicting views and gain acceptance for mutually acceptable approaches to address contentious issues and negotiate the terms for and the implementation of multilateral or bilateral



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agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position

Research and Analysis:

Assignments have objectives that are stated in general terms that are defined by the incumbent in conjunction with the Regional Director General or with the ADM Policy Sector. The incumbent of the position determines the extent of complex studies or surveys to achieve research of policy objectives and establishes the relevant terms of reference. The work requires determining the extent of complex studies and establishing the relevant terms of reference for studies, statistical surveys, and data collection, for the subordinate managers and staff of the branch. This research directed by the incumbent is composed of both unique and complex studies requiring either in-depth studies or the broader review of a number of subject areas including into economic, social, scientific, and resource policy, program, legislative, regulatory, or governance developments to identify strategic policy, economic, or other trends and issues impacting on the continued effectiveness of DFO policies, programs, or legislation/regulation. The studies directed by the incumbent provide recommendations with respect to the region for which responsible that are accepted by senior management and have a substantial influence on major program or regulatory decisions as they develop through the sound if innovative application of recognized forms of quantitative and qualitative analysis options to provide the evidential basis for advancing and developing such policy frameworks as the Aquatic Invasive Regulatory Framework, or the Integrated Performance Measurement and Risk Measurement Framework of the International Fisheries and Oceans Governance Strategy, and to identify policy or legislative/regulatory deficiencies and new and innovative policy, program, or legislation or regulatory initiatives targeted to address these deficiencies closely linked to the federal government's horizontal policy agenda. The work requires the identification of sources of information and data used in the assignments controlled by the incumbent where the variable factors have to be identified and evaluated by the incumbent to establish their relationships and determine their value to the assignment, and the techniques, methods and approaches have to be developed or modified to suit the needs of the assignments.

Effort - Efforts

Physical Effort:

The work requires sitting at a desk using a computer or telephone for conducting research, preparing documents, and communicating with others. The work requires sitting in meeting for extended periods of time, bending and reaching to obtain materials, and occasionally carrying bundles of documents or a laptop computer and projector to meetings.

Sensory Effort:

The work requires reviewing all presentations or draft policy documents prepared for senior management or for representatives of other departments, other governments, First Nations, community groups, associations, or private industry to ensure specific words or symbols are either included or excluded as appropriate under the circumstances, that all graphs and tables are visually positioned to achieve the desired impact (not split between two pages, etc), and that presentations conform to the time allotted.

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Responsibility - Responsabilités

Decision-Making:

As the federal government's expert on policy and economics informing DFO programs and program efficiency and effectiveness of the region for which responsible, the work requires the incumbent make decisions on developing authoritative recommendations based on evidence on DFO program, program funding, and regulation that guide the establishment of new frameworks and influence management



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decisions by DFO senior executives in the region, at headquarters, and at Treasury Board and Cabinet. Issues for which the incumbent is responsible are complex, sensitive, and generally poorly defined and require initiative to determine objectives and develop solutions. Decisions and recommendations impact on all DFO programs, regulations, and activities in the region for which responsible, and may impact on other federal departments, provincial governments, First Nations and private firms in the region for which responsible as well as on DFO programs and their stakeholders across Canada and internationally by the precedents set for the region. The implications of these decisions across levels of government of proposed new approaches are not known, and given that they may be precedent setting require significant risk analysis be carried out and senior management informed of these uncertainties and risks as part of the recommendations put forward rendering as clear as possible the risks and potential gains to be achieved in the policy, program funding, legislation, or regulatory options put forward. The decisions with respect to the research to be undertaken will also influence future economic and policy research and methodology.

Leadership and Operational Management:

Plans, coordinates, and directs the work of the policy and economics branch of a region through subordinate unit managers and the planning, leadership, coordination and management by subordinate team leaders and working group managers of multi-disciplinary departmental, interdepartmental, or intergovernmental, and government-industry project teams or working groups where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake research studies. Delegates authority and functions to subordinate managers and plans and manages the human and financial resources of the Branch through these subordinate managers. Is responsible for establishing broad priorities and division of responsibilities among subordinate managers and team leaders, and for establishing business and strategic plans for the Branch to ensure that objectives and results are achieved, for managing operating, salary and project budgets with authority to re-allocate funds as needed, for directing, controlling and allocating human and financial resources to achieve long term program goals and project objectives, for directing recruiting efforts, and approving training and development plans submitted by subordinate managers, and for resolving employee conflicts including performance and disciplinary matters including authorizing disciplinary action and replying to grievances. The incumbent is also responsible for preparing performance appraisals for subordinate managers and team leaders, and for reviewing those prepared by subordinate managers and team leaders for their subordinate staff.

Working Conditions - Conditions de travail

The work involves carrying out studies and preparing sensitive documents under constantly changing deadlines and time pressures imposed by regional, national or international priorities, undertaking travel within the position's region on a regular basis, long distance travel between the base office and other regions across Canada or internationally, and on occasion involving long distance travel involving layovers, and/or lengthy periods in a hotel during negotiations or conference deliberations.

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Additional Information - L'information additionnelle

Not applicable

EC Group/ Groupe EC

EVALUATION FORM / FORMULAIRE D'ÉVALUATION

Branch / Direction générale :	Policy
Position number / Numéro du poste :	Various (NMWD 771)
Position Title / Titre du poste :	Regional Director, Policy and Economics Branch
Group and Level / Groupe et niveau :	ES-07/EC-08
Committee members / Membres du comité :	
Date :	31 Oct 2006

Group allocation/ Allocation de groupe	Group allocation justification/ Justification de l'allocation de groupe	Comments / Commentaires
Inclusions 5, 7 and 8 of EC group	<p>Directs the provision of economic and policy and program research, consultation, liaison, coordination, management and advisory services, as the senior economic and policy advisor responsible for providing research and authoritative advice on the implications of national, provincial and international economic developments and policy, program, and legislation/regulatory initiatives for DFO corporate (strategic and operational) plans, and for DFO policies, programs, and legislation/regulatory in the region for which responsible and nationally, and on policy, program, and legislative/regulatory or governance options for addressing these implications for the consideration of the Regional Director General, the ADM Policy Sector and others as required, the Deputy Minister and Minister of DFO, for Cabinet and Treasury Board.</p>	No exclusions apply.

Element / Élément	Rating / Cote	Rationale / Justification
1 Decision Making/ Prise de décision	Degree 7 (165 points)	<p>As the federal government's expert on policy and economics informing DFO programs and program efficiency and effectiveness of the region for which responsible, the work requires the incumbent make decisions on developing authoritative recommendations based on evidence on DFO program, program funding, and regulation that guide the establishment of new frameworks and influence management decisions by DFO senior executives in the region, at headquarters, and at Treasury Board and Cabinet. Issues for which the incumbent is responsible are complex, sensitive, and generally poorly defined and require initiative to determine objectives and develop solutions. Decisions and recommendations impact on all DFO programs, regulations, and activities in the region for which responsible, and may impact on other federal departments, provincial governments, First Nations and private firms in the region for which responsible as well as on DFO programs and their stakeholders across Canada and internationally by the precedents set for the region. The implications of these decisions across levels of government of proposed new approaches are not known, and given that they may be precedent setting require significant risk analysis be carried out and senior management informed of these uncertainties and risks as part of the recommendations put forward rendering as clear as possible the risks and potential gains to be achieved in the policy, program funding, legislation, or regulatory options put forward. The decisions with respect to the research to be undertaken will also influence future economic and policy research and methodology.</p> <p>= E.W.A. 1.7.1 < E.W.A. 1.8.1 where the position is the federal government's expert in its field, whereas the SP is DFO expert for the region. > E.W.A. 1.6.1 where the decisions have an impact only on a specific justice area.</p>
2 Leadership and Operational Management / Leadership et gestion	Degree 4 (90 points)	<p>Plans, coordinates, and directs the work of the policy and economics branch of a region through subordinate unit managers and the planning, leadership, coordination and management by subordinate team leaders and working group managers of multi-disciplinary departmental, interdepartmental, or intergovernmental, and government-industry project teams or working groups where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake research studies. Delegates authority and functions to subordinate managers and plans and manages the human and financial resources of the Branch through these subordinate managers. Is responsible for establishing broad priorities and division of responsibilities among subordinate managers and team leaders, and for</p>

Element / Élément	Rating / Cote	Rationale / Justification
opérationnelle		<p>establishing business and strategic plans for the Branch to ensure that objectives and results are achieved; for managing operating, salary and project budgets with authority to re-allocate funds as needed; for directing, controlling and allocating human and financial resources to achieve long term program goals and project objectives; for directing recruiting efforts, and approving training and development plans submitted by subordinate managers; and for resolving employee conflicts including performance and disciplinary matters including authorizing disciplinary action and replying to grievances. The incumbent is also responsible for preparing performance appraisals for subordinate managers and team leaders, and for reviewing those prepared by subordinate managers and team leaders for their subordinate staff.</p> <p>= E.W.A. 2.4.1</p> <p>< E.W.A. 2.5.1 where there is a responsibility to ensure program objectives are achieved</p> <p>> E.W.A. 2.3.1 where there is no responsibility for supervising subordinate supervisors.</p>
<p>3</p> <p>Communication</p>	<p>Degree 6</p> <p>(140 points)</p>	<p>The work requires the incumbent of the position to represent DFO as its senior policy and economic advisor for the region for which responsible, in a region, nationally, or internationally in consultations with other federal government departments, interdepartmental organizations, provincial governments, foreign governments, First Nations representatives, academic institutions, and private sector organizations usually to step in where subordinate managers have been unable to obtain consensus or agreement, or where political sensitivities require the most senior professional expert to be present and broker the resolution of conflicting views and gain acceptance for mutually acceptable approaches to address contentious issues and negotiate the terms for and the implementation of multilateral or bilateral agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position.</p> <p>= E.W.A. 3.6.2</p> <p>< E.W.A. 3.7.2 where the position is required to mediate in awkward, pressured and sensitive situations, often without advanced warning, to reach agreement on major socio-economic issues where there are widely diverse opinions.</p> <p>> E.W.A. 3.5.1 where the communications take place within the federal government.</p>

Element / Élément	Rating / Cote	Rationale / Justification
<p>4</p> <p>Knowledge of Specialized Field / Connaissance de domaines spécialisés</p>	<p>Degree 6 (105 points)</p>	<p>Knowledge to direct and provide authoritative advice on the conduct by subordinate managers and staff of complex and in-depth statistical and qualitative studies of the micro-economic implications of macro-economics, and the macro-economic implications of micro-economics in particular in relation to the industries, policies, programs, and legislation/regulations that form and influence the development and management of sustainable fisheries and aquaculture industries, healthy and productive aquatic systems, and safe and accessible waters, resource and integrated oceans management, and their interaction with the Canadian economy as a whole, and the impact of changes in the Canadian economy on the industries and products of the fisheries and aquaculture industries, oceans and navigable waters segments of the Canadian economy, and to serve as a departmental and intergovernmental expert in this complex multi-field nexus.</p> <p>Knowledge to provide authoritative advice on the economic merits of policy, program, and legislation/regulatory options and initiatives with respect to DFO renewal, strategic priorities, and strategic planning renewal, sustainable development, climate change, northern strategy, science policy, legislative and regulatory change and implementation including Species at Risk Act and Fisheries Act, the Aquatic Invasive Regulatory Framework, business development, multilateral and bilateral federal-provincial and international coordination, international trade, international governance in general and in particular the International Fisheries and Oceans Governance Strategy and its Integrated Performance Measurement and Risk Measurement Framework, the sustainable development and conservation of Canada's freshwater, marine, and coastal waters and related communities, industries, and federal-provincial-territorial issues, and their potential implications for the Canadian economy, its international competitiveness and international relations.</p> <p>= E.W.A. 4.6.1</p> <p>> E.W.A. 4.5.4 where the knowledge is limited to develop corporate/regional policies, strategies, initiatives and advice, whereas the SP is the authority for the policies, programs, etc. in a region.</p>

Element / Élément	Rating / Cote	Rationale / Justification
<p>5</p> <p>Contextual Knowledge / Connaissances contextuelles</p>	<p>Degree 5</p> <p>(80 points)</p>	<p>An expert knowledge of the business lines/organizations, programs, policies, and legislation of the Department of Fisheries and Oceans, including the Constitution Act, Oceans Act, the Fisheries Act, the Canadian Environmental Assessment Act, Species At Risk Act, and their legislation/regulations, other legislation, Federal/Provincial Memoranda of Understanding, International Treaties (e.g. NAFO, NASCO, US/Can Great Lakes Fisheries Convention, US/Can Great Lakes Water Quality Agreement. and others) as they inform the policies, programs, legislation/regulations, and activities the member organizations and business lines of DFO, their relationship with other federal departments, provincial/territorial governments, and non-government organizations, First Nations and community groups, industry associations, and their principal domestic and international economic, institutional, and policy issues, constraints, and opportunities in order to establish priorities for studies, and provide advice on the implications of studies for the Department in the region for which responsible, or nationally (as required), and its programs, activities, policies, legislation/regulations, and options for possible legislative or legislation/regulatory change.</p> <p>= E.W.A. 5.5.3</p> <p>< E.W.A. 5.6.1 as the position has a much greater international component than the SP.</p> <p>> E.W.A. 5.4.2 as the position is more limited to knowledge of federal role in health and of specific policies, trends and program issues relevant to the area of specialization.</p>
<p>6</p> <p>Research & Analysis / Recherche et analyse</p>	<p>Degree 5</p> <p>(165 points)</p>	<p>The incumbent of the position determines the extent of complex studies or surveys to achieve research of policy objectives and establishes the relevant terms of reference. The work requires determining the extent of complex studies and establishing the relevant terms of reference for studies, statistical surveys, and data collection, for the subordinate managers and staff of the branch. This research directed by the incumbent is composed of both unique and complex studies requiring either in-depth studies or the broader review of a number of subject areas including into economic, social, scientific, and resource policy, program, legislative, regulatory, or governance developments to identify strategic policy, economic, or other trends and issues impacting on the continued effectiveness of DFO policies, programs, or legislation/regulation. The studies directed by the incumbent provide recommendations with respect to the region for which responsible that are accepted by senior management and have a substantial influence on major program or regulatory decisions as they develop through the sound if innovative application of recognized forms of quantitative and qualitative analysis options to provide the evidential basis for advancing and developing such policy frameworks as the Aquatic Invasive Regulatory Framework, or the Integrated Performance Measurement and Risk Measurement Framework of the International Fisheries and Oceans Governance Strategy, and to identify policy or legislative/regulatory deficiencies and new and innovative policy, program, or legislation or regulatory initiatives targeted to address these deficiencies.</p>

Element / Élément	Rating / Cote	Rationale / Justification
		<p>= E.W.A. 6.5.1</p> <p>< E.W.A. 6.6.1 where the position is required to develop strategies to advance the government's overall policy agenda.</p> <p>> E.W.A. 6.4.4 where the position is only required to propose modifications to study content, whereas the SP established the terms of reference for studies.</p>
7		<p>The work requires sitting at a desk using a computer or telephone for conducting research, preparing documents, and</p>
Effort physique	(3 points)	<p>= E.W.A. 7.1.1</p> <p>< E.W.A. 7.2.1 which is required to conduct inspections and walk through uneven terrain, as well as stand and bend to see objects.</p>
8	Degree 1 (2 points)	<p>The work requires reviewing all presentations or draft policy documents prepared for senior management or for representatives of other departments, other governments, First Nations, community groups, associations, or private industry to ensure specific words or symbols are either included or excluded as appropriate under the circumstances, that all graphs and tables are visually positioned to achieve the desired impact (not split between two pages, etc), and that presentations conform to the time allotted.</p>
Sensory Effort / Effort sensoriel		<p>= E.W.A. 8.1.2</p> <p>< E.W.A. 8.2.1 for which the requirement to review documents to ensure graphs and tables don't overlap pages where there is no concern for its meaning is a regular part of the work, and is linked to the key activities.</p>

Element / Élément	Rating / Cote	Rationale / Justification
<p>9</p> <p>Working Conditions / Conditions de travail</p>	<p>Degree 2</p> <p>(8 points)</p>	<p>The work involves carrying out studies and preparing sensitive documents under constantly changing deadlines and time pressures imposed by regional, national or international priorities, undertaking travel within the position's region on a regular basis, long distance travel between the base office and other regions across Canada or internationally, and on occasion involving long distance travel involving layovers, and/or lengthy periods in a hotel during negotiations or conference deliberations.</p> <p>= E.W.A. 9.2.2</p> <p>< E.W.A. 9.3.1 since the international travel requirements is more frequent, i.e. monthly</p> <p>> E.W.A. 9.1.3 as there is no requirement to travel</p>

[illegible]

DG Indigenous Affairs & Recon
00067824 - EX 03
Lamirande, Robert - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

Admin. Assistant to Director
- Farmer, Sylvie - Assignment
Indeterminate -
- Active

Chief, Claims and Self Gov.
00048647 - EC 08
Redmond, Ian - Substantiv
Indeterminate
CBC/CBC - Ottawa off-Kent St, 200
Active

Claims & Self-Govt Negot Advis
00048645 - PM 05
Brule, Justin - Substantiv
Indeterminate -
---\--- - Ottawa off-Kent St, 200
Active

Mgr (Lead Adv) Pol, Prog or Ec
00116079 - EC 07
Smith, Bonita - Act => 4mo
Indeterminate -
---\--- - Ottawa off-Kent St, 200
Active

Policy Research Analyst
00075775 - EC 02
Hall, Carissa - Act < 4 mo
Indeterminate -
---\--- - Ottawa off-Kent St, 200
Active

Economic/Policy Analyst
00075773 - EC 04
Ball, Angel - Substantiv
Indeterminate -
---\--- - Ottawa off-Kent St, 200
Active

GOC-DM-EC-06
00134822 - EC 06
Vacant -
BBB\BBB - Ottawa off-Kent St, 200

Senior Policy/Economic Advisor
00070298 - EC 06
Vacant -
---\--- - Ottawa off-Kent St, 200

Dir Indigenous Rel&Partnerships
00131642 - EX 01
Bond, Bruno - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

Dir. Aboriginal Programs
00053107 - EX 01
Vacant -
- Excl.
CBC/CBC - Ottawa off-Kent St, 200

Dir. Treaty Policy & Neg
00074047 - EX 01
Leech, David - Act => 4mo
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

Management & Projects Officer
00067595 - AS 04
Dénommée Clérout, Johanne -
Substantiv
Indeterminate -
BBB\BBB - Ottawa off-Kent St, 200
Active

Sched, Corresp & Admin Officer
00133810 - AS 02
Chamberlain, Karen - Substantiv
Indeterminate -
---\--- - Ottawa off-Kent St, 200

Sched, Corresp & Admin Officer
00133810 - AS 02
Holley, Carolyn - Substantiv
Indeterminate -
---\--- - Ottawa off-Kent St, 200

Sen Dir, Indigenous Programs
00073461 - EX 02
Fram, Kevin - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

Sen Dir, Rec Policy & Results
00136061 - EX 02
Rueski, Gorazd - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

Sr Integrated Bus Mgmt Advisor
- Maskovic, Ivana - Assignment
Indeterminate -
- Active

Senior ADM, Strategic Policy
00048602 - EX 05
Lamar, Anne - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

DG Communications
00048816 - EX 03
Hubley, Marianne - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

DG Indigenous Affairs & Recon
00057824 - EX 03
Lamar, Anne - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

Sen Adv to the ADM/ADM/DC
00125158 - EX 07
Jardour, Jeanne - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200

Special Deployment
00140692 -
Vacant -
CBC/CBC - Ottawa off-Kent St, 200

Admin. Assistant to Director
Farmer, Sylvie - Assignment
Indeterminate -
Active

Dir. Treaty Policy & Reg
00074047 - EX 01
Leach, David - Act => 4mo
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

Sen Dir, Indigenous Programs
00073461 - EX 02
Fram, Kevin - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

Sen Adv to the ADM/ADM/DC
00125158 - EX 07
Maguire, Nancy - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200

Sr Integrated Bus Mgmt Advisor
00068711 - AS 06
Maskovic, Ivana - Substantiv
Indeterminate -
BBB/BBB - Ottawa off-Kent St, 200

Chief, Claims and Self Gov.
00048647 - EX 08
Redmond, Ian - Substantiv
Indeterminate -
Active

Management & Projects Officer
00067595 - AS 04
Denominée, Cléroux, Johanne - Substantiv
Indeterminate -
BBB/BBB - Ottawa off-Kent St, 200

Sen Dir, Rec Policy & Results
00135061 - EX 02
Russek, Gorad - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

Sen Adv to the ADM/ADM/DC
00125158 - EX 07
Turple, Justin - Substantiv
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200

Sr Integrated Bus Mgmt Advisor
00068711 - AS 06
Rennie, Steven - Substantiv
Indeterminate -
BBB/BBB - Ottawa off-Kent St, 200

Dir Indigenous Rel&Partnerships
00131642 - EX 01
Bond, Bruno - Substantiv
Indeterminate - Excl.
Active

Sched. Corresp & Admin Officer
00133810 - AS 02
Chamberlain, Karen - Substantiv
Indeterminate -
---/--- - Ottawa off-Kent St, 200

Sr Integrated Bus Mgmt Advisor
Maskovic, Ivana - Assignment
Indeterminate -
Active

Senior Director, Consultations
00130783 - EX 02
Sauvé, Renée - Act => 4mo
Indeterminate - Excl.
CBC/CBC - Ottawa off-Kent St, 200
Active

Vacant Position
Anderson, Kevin - Assignment
Indeterminate -
Active

Sched. Corresp & Admin Officer
00133810 - AS 02
Holley, Carolyn - Substantiv
Indeterminate -
---/--- - Ottawa off-Kent St, 200

Dir. Aboriginal Programs
00053107 - EX 01
Vacant -
CBC/CBC - Ottawa off-Kent St, 200

Dagenais, Samantha

From: McFarlane, Tracy
Sent: January 23, 2019 9:33 AM
To: McFarlane, Tracy
Subject: Ticket: 5894 - Acknowledgement of Receipt - Change of reporting relationship

From: Lafleche, Danielle
Sent: April-30-18 12:08 PM
To: Andrusyk, Iris <Iris.Andrusyk@dfo-mpo.gc.ca <mailto:Iris.Andrusyk@dfo-mpo.gc.ca> >
Cc: Laberge, Dominic <Dominic.Laberge@dfo-mpo.gc.ca <mailto:Dominic.Laberge@dfo-mpo.gc.ca> >; McFarlane, Tracy <Tracy.McFarlane@dfo-mpo.gc.ca <mailto:Tracy.McFarlane@dfo-mpo.gc.ca> >
Subject: Ticket: 5894 - Acknowledgement of Receipt - Change of reporting relationship

Good day,

This is to acknowledge receipt of your request for the following classification action:

Change to Reporting Relationship:

* Position #00048647 – Chief, Claims and Self Gov – EC-08

The request will be submitted to the OCCOE Advisor, Dominic Laberge for review. In case of any issues, he/she will contact you. Otherwise the request will be processed within 10 business days of receipt.

If you have any questions or require additional information, feel free to contact Dominic.

Ticket #5894

Danielle Laflèche

Human Resources Assistant / Adjointe en Ressources humaines

OCCOE

Room No. – Numéro de Pièce: A1100B

200 Kent C/O 300 Laurier

Ottawa, ON

K1A 0E6

danielle.lafleche@dfo-mpo.gc.ca <mailto:danielle.lafleche@dfo-mpo.gc.ca>

Phone# - Numéro de tel. : 613-220-8619***NEW/NOUVEAU**

From: Andrusyk, Iris
Sent: April 27, 2018 3:11 PM
To: NCR OCCOE / CEOC RCN (DFO/MPO)
Subject: FW: HRSR for EC-08 reporting relationship

Hi, Could this reporting relationship be changed as soon as possible?

We have discussed it with the classification advisor.

Could I please get confirmation when it is complete?

Thanks,

Iris

From: McFarlane, Tracy
Sent: April-18-18 11:52 AM
To: Andrusyk, Iris <Iris.Andrusyk@dfo-mpo.gc.ca <mailto:Iris.Andrusyk@dfo-mpo.gc.ca> >
Cc: McFarlane, Tracy <Tracy.McFarlane@dfo-mpo.gc.ca <mailto:Tracy.McFarlane@dfo-mpo.gc.ca> >
Subject: HRSR for EC-08 reporting relationship

Hi Iris

Please find attached the HRSR to change the reporting relationship of IARD's EC-08 (currently occupied by Ian Redmond) from the EX-01 for Treaties to report to the Director General, Rob Lamirande.

Let me know the time frame for this request to be completed as there is another staffing action that needs to take place.

Thank you

Tracy McFarlane

A/Management and Project Officer

Fisheries and Oceans Canada

L'esplanade Building

300 Laurier Ave. West

12th Floor-B1246

Ottawa, ON

<mailto:Tracy.McFarlane@dfo-mpo.gc.ca> Tracy.McFarlane@dfo-mpo.gc.ca



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Dagenais, Samantha

From: McFarlane, Tracy
Sent: January 23, 2019 9:35 AM
To: McFarlane, Tracy
Subject: EC-08 Reporting relationship change
Attachments: EC-08 classification reporting relationship package.pdf

From: McFarlane, Tracy <Tracy.McFarlane@dfo-mpo.gc.ca <mailto:Tracy.McFarlane@dfo-mpo.gc.ca> >
 Sent: May-11-18 2:37 PM
 To: NCR OCCOE / CEOC RCN (DFO/MPO) <OCCOE.XNCR@dfo-mpo.gc.ca <mailto:OCCOE.XNCR@dfo-mpo.gc.ca> >
 Cc: McFarlane, Tracy <Tracy.McFarlane@dfo-mpo.gc.ca <mailto:Tracy.McFarlane@dfo-mpo.gc.ca> >
 Subject: EC-08 Reporting relationship change

Hello

Please find attached the signed work description and the "draft" copy of IARD's ORG chart.

Please make the necessary reporting relationship change.

Thanks you

Tracy McFarlane

A/Management and Project Officer

Fisheries and Oceans Canada

L'esplanade Building

300 Laurier Ave. West

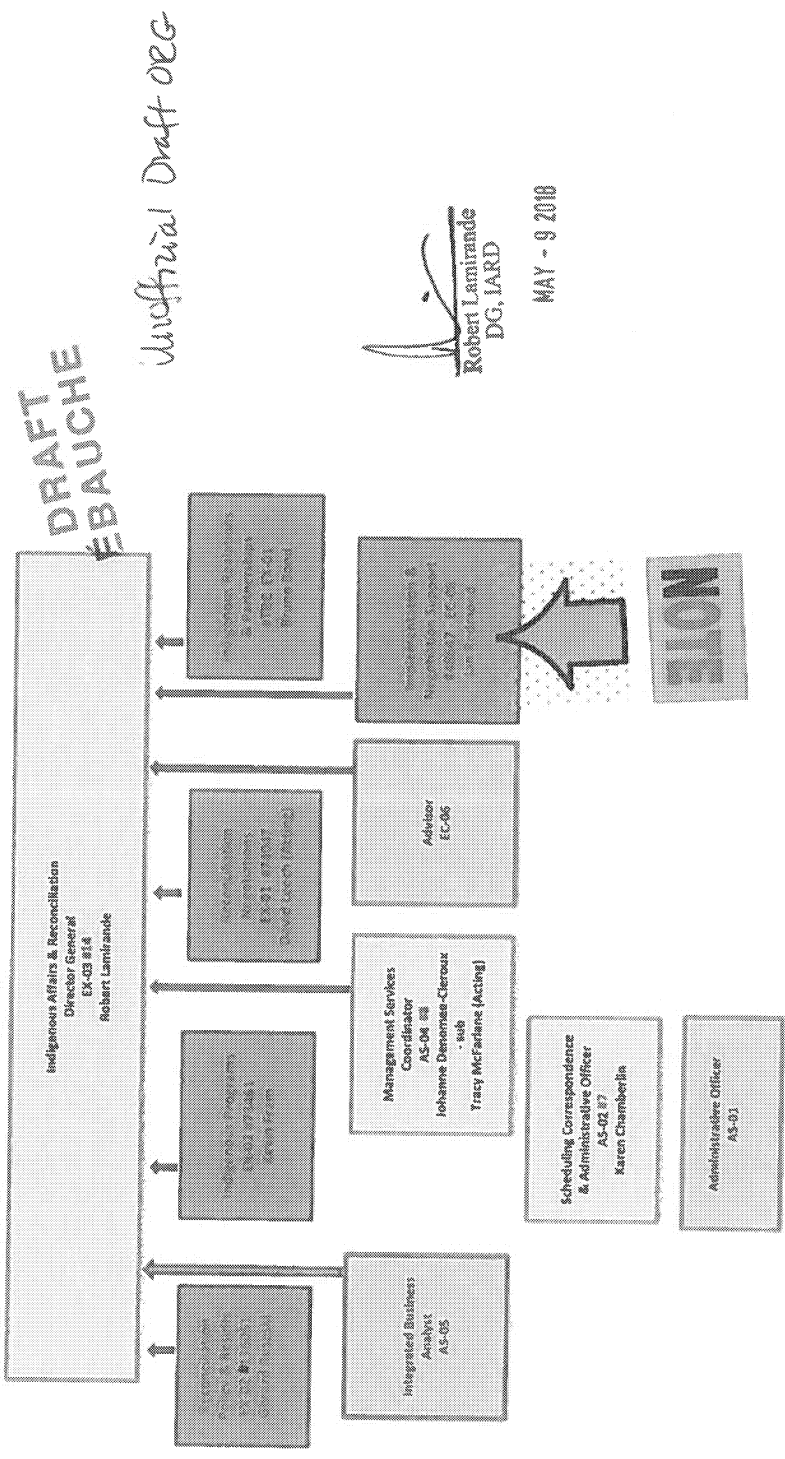
12th Floor-B1246

Ottawa, ON

<mailto:Tracy.McFarlane@dfo-mpo.gc.ca> Tracy.McFarlane@dfo-mpo.gc.ca

<mailto:Tracy.McFarlane@dfo-mpo.gc.ca>

Indigenous Affairs and Reconciliation Directorate - (Direction des affaires autochtones) - National Headquarters (NHQ) DGO





WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste 0T18 48647	Position Title - Titre du poste Chief, Claims and Self Governance
Position Classification - Classification du poste tent. SI 8 ; tent. EC-08	National Occupation Code - Code national des professions 4168 - Aboriginal and First Nations land claims Liaison Officer; 4162 - Economists and Economic Policy Researchers and Analysts
Department/Agency - Ministère/organisme Fisheries and Oceans Canada	Effective Date - Date d'entrée en vigueur May 1, 2018
Organizational Component - Composante organisationnelle Treaty Claims and Self Governance, Aboriginal Policy and Governance Directorate, Fisheries and Aquaculture Management Sector	
Geographic Location - Lieu géographique Ottawa	Job/Generic Number - Numéro d'emploi / de générique APG EC NMWD10V
Supervisor Position Number - Numéro du poste du surveillant 67824	Supervisor Position Title - Titre du poste du surveillant Director General, <i>Indigenous Affairs & Reconciliation</i>
Supervisor Position Classification - Classification du poste du surveillant EX-03	
Language Requirements - Exigences linguistiques Bilingual	Linguistic Profile - Profil linguistique CBC
Communication Requirements - Exigences en matière de communication Public	
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité Secret

Client Service Results - Résultats axés sur le service à la clientèle

Provides, and directs the provision of, Aboriginal fisheries rights, claims, and entitlements, policy, and program research, consultation, liaison, coordination, management and advisory services, as the senior DFO Aboriginal claims and self-government advisor/negotiator responsible for providing research and authoritative advice on the development of DFO negotiation mandates for the negotiation of the terms and conditions of Aboriginal group fisheries access and management in support of DFO management and federal government objectives with respect to the resolution of Aboriginal rights to fish, and comprehensive First Nations treaty claims, self-government, treaty, and possible co-management agreements consistent with DFO policies, programs, and operations, for sustainable fisheries management, for the consideration of the Director General APGD, the ADM Fisheries and Aquaculture Management, the Deputy Minister and Minister of DFO, the Chief federal negotiator, and for First Nations, other Aboriginal groups, commercial fishers and their communities, provincial governments and others.

Key Activities - Activités principales

Serves as the federal government's expert on Aboriginal treaty and non-treaty (traditional) fisheries access rights, claims, and entitlements and related policy and economic objectives informing the development of DFO negotiation mandates for the negotiation of the terms and conditions of First Nations fisheries treaty based and Aboriginal non-treaty traditional based fisheries access and management, and senior advisor on First Nations treaty and Aboriginal non-treaty fisheries rights, claims, and entitlements to the Director General and to the ADM Fisheries and Aquaculture Management Sector, and to the Chief Federal Negotiator, on the potentially viable fisheries access terms and conditions to address the legally supportable social and economic objectives of First Nations treaty and Aboriginal non-treaty aboriginal under First Nations comprehensive claims, and other Aboriginal negotiations, as a key component of current and future viability of DFO policy, program, and regulatory objectives for sustainable fisheries, oceans, and habitat management in various regions affected and nationally as required, and a key to the negotiation options for the Department to effectively address these claims and proposals in a manner consistent with departmental strategic and horizontal priorities for sustainable fisheries, and consistent with the federal government horizontal policy agenda, integrating the issues and concerns of other federal departments, First Nations, local communities, provincial governments, foreign governments and international institutions

Directs the planning, development, and delivery, through subordinate staff and multi-disciplinary teams of a comprehensive program of complex ongoing research into specific treaty or non-treaty (traditional) rights and entitlements under the Sparrow, Marshall, and Powley Supreme Court decisions for each of the First Nations in relation to treaty comprehensive land claims, and for each of the Aboriginal non-treaty traditional rights and entitlements and the specific geographic, commercial, and sport fisheries potentially affected by these claims and entitlements and the social and economic objectives of each Aboriginal group, to identify strategic demographic, fishing rights claims, fishing management capability or other trends and issues arising for DFO policies, programs, regulations, or operations with respect to achieving objectives for sustainable fisheries and aquaculture, to develop new or innovative negotiating mandates, positions, and strategies for addressing and managing these claims, proposals, and strategic issues closely linked to the federal government's horizontal policy and in particular its Aboriginal policy and comprehensive land claim settlement agenda.

Directs the coordination and development, through subordinate staff and multidisciplinary teams, of the legal, geographic, social, economic, integrated management, and scientific evidential basis for developing new or innovative negotiating mandates, positions, and strategies for the negotiation of the terms and conditions of First Nations treaty-based and Aboriginal non-treaty (tradition) based fisheries access, governance, and management, to address strategic policy issues that have been identified in collaboration with DFO organizations, other federal government departments, interdepartmental organizations, provincial governments, foreign governments, the Chief Federal Negotiator, First Nations representatives, academic institutions, and private sector for-profit and non-profit organizations, for the consideration of Director Negotiations and Governance, Director General APGD and other senior officials within DFO, the Chief Federal Negotiator, provincial governments, and others in the development of consensus on the DFO negotiating position to present to the First Nations and other Aboriginal groups

Prepares, and directs the preparation and the management of the preparation by subordinate staff and assigned team leaders, of comprehensive position papers, draft negotiation mandates, negotiating positions and plans, draft Memoranda to Cabinet, draft Treasury Board Submissions, briefing notes, and presentations to the Director Negotiations and Governance, Director General APGD and senior officials within DFO including (as required) to the Minister, to the Chief Federal Negotiator, and to senior officials/representatives of other federal government departments, provincial governments, foreign governments, Aboriginal community and group representatives, academic institutions, and private sector organizations, in order to explore, advance, and promote possible consensus positions for DFO, the



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federal government, and Aboriginal groups to adopt in response to comprehensive First Nations treaty-based and other Aboriginal group non-treaty claims, self-government, treaty, and possible co-management agreements as they affect sustainable fisheries management and/or horizontal government priorities or initiatives.

Represents DFO directly or through subordinate staff and team leaders in negotiating meetings with First Nations and other Aboriginal groups, in interdepartmental meetings with other federal government departments, or with provincial governments, or private sector organizations to address contentious Aboriginal claims, self government or treaty issues and negotiate the terms for and the implementation of multilateral or bilateral agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position.

Plans, coordinates, and directs the work of the Treaty Claims and Self Governance Organization (TSCG) and the work of multi-disciplinary departmental, interdepartmental, or intergovernmental, government-Aboriginal, and government-industry project teams or working groups where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake negotiations or research on fisheries access and management possibilities. Plans and manages the human and financial resources of the TCSG. Provides leadership to DFO negotiating teams composed of senior program managers and/or policy advisors in the development and conduct of negotiations.

Employee's Statement – Déclaration de l'employé

I have been given the opportunity to read and comment on the content of this work description
J'ai eu l'occasion de lire et commenter le contenu de cette description de travail

Name of Employee – Nom de l'employé

Signature

Date

Supervisor's Statement – Déclaration du surveillant

This work description accurately describes the work assigned to this position.
Cette description de travail décrit adéquatement le travail assigné à ce poste.

Name of Supervisor – Nom du surveillant

Signature of Supervisor – Signature du surveillant

Date

Authorization – Autorisation

Name of Manager – Nom du gestionnaire

Robert Lamirande

Manager's Signature – Signature du gestionnaire

Date

MAY 01 2018

Skill - Habiletés

Knowledge of Specialized Fields:

The work requires:



a seasoned knowledge based on training and experience of the principles, practices, concepts and precedents of all areas of law informing Aboriginal law as practiced in Canada and as influencing Aboriginal treaty-based land claims and in particular of Supreme Court decisions defining the rights and entitlements of Aboriginal groups with treaty-based rights or with non-treaty traditional rights (i.e. the Sparrow Decision, the Marshall Decision, and the Powley Decision), as these inform the jurisprudence with respect to the terms and conditions under which the law defines access to fisheries for the several First Nations and other Aboriginal groups in sufficient depth to direct and provide authoritative advice on the conduct by subordinate staff and other project managers of complex and in-depth qualitative and quantitative studies of the rights and entitlements of the several First Nations and other Aboriginal groups for them to address their legally legitimate objectives and their potential impact on the current and future viability of DFO policy, program, and regulatory objectives and the impact of these legal entitlements on the ability of OFO to manage Canada's fisheries, and to serve as a departmental and intergovernmental expert in this complex multi-field nexus.

a seasoned knowledge based on training and developed through the skilled application of the principles and methodology of developmental economics, fisheries economics, and social or community development in the direction or management of analysis and/or development of, or the provision of authoritative advice on the merits from the perspective of addressing the social and economic objectives and/or entitlements of Aboriginal groups based on treaty rights or on non-treaty traditional rights, of negotiating mandates, positions, and strategies for the negotiation of the terms and conditions of Aboriginal fisheries access and co-management of the fisheries reflecting DFO strategic priorities for sustainable fisheries management, its Integrated Performance Measurement and Risk Measurement Framework, related communities, industries, and federal-provincial-territorial issues.

a seasoned knowledge based on training and developed through the skilled application of the principles, practices, and methodology of statistical science and database development and data administration as applied in directing or managing the conduct of a program of statistical surveys and other means of data collection, and directing the assembly and analysis by subordinate staff or project teams of statistical data on the several First Nations and other Aboriginal groups participating in or potentially party to the negotiations for access to and management of rights to Canadian fisheries to develop the evidential basis and consequent recommendations for negotiating terms of reference for access to and management of rights or entitlements to Canadian fisheries based authoritative data and conclusions.

Contextual Knowledge:

The work requires:

an expert knowledge of the First Nations and other Aboriginal groups across Canada, and of the actual or potential basis for their treaty or traditional claims for access fish resources by geographic area as well as an expert knowledge of characteristics of each First Nation or other Aboriginal group that could influence their objectives for and capacity for managing fish resources including the approach to leadership and governance of each First Nation or other Aboriginal group, and other cultural differences that might influence their approach to fishing and fish resource management, the demographic characteristics of each group, the education and in particular managerial training and skills of each group, the fishing and fish management traditions of each group, the specific fisheries and fish resources that are or will be of interest to each group, and all other factors that can influence the social and economic objectives, including the relationship of each group to other Aboriginal groups in a geographic area, the relationship to non-aboriginal fishers in a geographic area

an expert knowledge of the implications for each of Canada's First Nations and other Aboriginal groups of the Supreme Court decisions defining the rights and entitlements of First Nations with treaty-based rights, and other Aboriginal groups with non-treaty traditional rights, i.e. the Sparrow Decision, the Marshall Decision, and the Powley Decision for the purposes of providing advice to senior management on potential terms and conditions that will be required in fisheries management programs, native land claims



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settlements, and fisheries governance structures that might be put forward by DFO to address the legal rights of the individual First Nations and other Aboriginal groups while respecting the legal responsibilities of DFO for fish and fisheries management.

an expert knowledge of the business lines/organizations, programs, policies, and legislation of the Department of Fisheries and Oceans, including the Constitution Act, Oceans Act, the Fisheries Act, the Canadian Environmental Assessment Act, Species At Risk Act, and their regulations (e.g. the Aboriginal Communal Fishing Licences Regulations), the Indian Act, other legislation, Federal/Provincial Memoranda of Understanding, and International Treaties as well as the Supreme Court decisions on Aboriginal fishing rights and entitlements as they inform the policies, programs, regulations, and activities the member organizations and business lines of DFO, their relationship with other federal departments, provincial/territorial governments, and non-government and industry organizations, provincial and territorial legislation on programs on recreational fishing, and related fisheries management and habitat management, and industry associations, and treaty negotiation issues, constraints, and opportunities in relation to First Nations' access to the fisheries, self-government, and co-management of the fisheries in order to establish priorities for studies, and provide advice on the implications of studies for the Department and its programs, policies, operations and regulations, and options for Aboriginal fisheries policies, negotiating mandates, positions, and strategies.

the principles, practices, and key institutions governing the federal government (i.e. the "machinery of government") and horizontal federal government plans and priorities in order to carry out interdepartmental consultations, carry out or direct the conduct of environmental scans of the policies and positions across all federal departments affecting Aboriginal fisheries and their development and management, in particular those with jurisdiction or specific interests in Aboriginal fisheries or their negotiation including Justice Canada, Heritage Canada, Environment Canada, Natural Resources Canada, Health Canada, Finance Canada, the Treasury Board Secretariat, Privy Council Office and Indian and Northern Affairs Canada to and provide advice to DFO organizations and their external partner organizations on the policy environment and/or facilitate the promotion of consensus departmental initiatives that can be integrated with horizontal government plans and priorities

Communication:

The work requires the incumbent of the position to represent DFO as its and the federal government's expert and senior advisor on First Nations fisheries claims and entitlements and Aboriginal non-treaty traditional fisheries rights and entitlements and their potential impact comprehensive First Nations and other Aboriginal claims, self-government, treaty, and possible co-management agreements on the current and future viability of DFO policy, program, and regulatory objectives in negotiating meetings with First Nations and other Aboriginal groups, in interdepartmental meetings with other federal government departments, or with provincial governments, or private sector organizations usually to step in where subordinate managers or senior DFO or other negotiating team members have been unable to obtain consensus or agreement, or where political sensitivities require the most senior professional expert to be present and broker the resolution of conflicting views and gain acceptance for mutually acceptable approaches to address contentious Aboriginal claims, self government or treaty issues and negotiate the terms for and the implementation of multilateral or bilateral agreements or the distillation of complex research and policy issues into briefs which can be put forward to obtain buy-in from all organizations to the department's position.

Research and Analysis:

The work requires the conduct of research and analysis to assimilate both Supreme Court decisions with respect to the legal rights and entitlements of Aboriginal groups through treaties or through non-treaty tradition rights, and legal proposals or demands for access to specific commercial or recreational fish resources to determine their legal validity in terms of Supreme Court decisions and other pertinent



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legislation and to determine their impact and relevance for existing Aboriginal fisheries access agreements established as part of existing Aboriginal claims under negotiation or scheduled for negotiation, and advises on the development of DFO and INAC policies, programs, negotiating positions and as such, negotiating mandates with respect to fisheries access and co-management for the approval of the senior management of DFO, and as appropriate of the senior management of INAC and of Cabinet.

The work requires identifying and reconciling requirements of various parties for statistical and other data pertaining to the Aboriginal communities of Canada. As each Supreme Court decision has been rendered, the scope and nature of data that must be collected and analyzed to determine potential rights and obligations of specific Aboriginal communities has expanded both in scope and complexity, as has in fact the number of Aboriginal groups who might qualify. Specifically, the Sparrow decision in 1990 defined the Aboriginal peoples' right to fish for food, social and ceremonial purposes only but not for sale defining one level of what might constitute the catch to which an Aboriginal group might have a right to be negotiated in a potential fishing access agreement. In 1999, the Marshall Decision affirmed the treaty right of Aboriginal people to hunt, fish, and gather in pursuit of a moderate livelihood, i.e. they could sell their catch thus defining a second level of what might constitute the catch to which an Aboriginal group might have a right to be negotiated in a potential fishing access agreement. In 2003 the Powley decision found that the Métis in the Sault Ste. Marie region have an Aboriginal right to hunt for food protected under s. 35 of the Constitution Act, 1982, and other Métis and other Aboriginal groups meeting the legal test set out in Van der Peet could also qualify) defining a third level of what might constitute the catch to which an Aboriginal group might have a right to be negotiated in a potential fishing access agreement if of course they can meet the test required to determine it is both a traditional Aboriginal group with traditional rights to fish resources. This evolving complexity has required an ongoing expansion and restructuring of data and databases required to support the determination of fishing rights and entitlements of individual Aboriginal groups and of the total entitlement of several Aboriginal groups when they all are seeking catch from a common commercial or recreational fishery where others already have legal claims to the resource, and the allowable total catch under the Fisheries Act and the Species At Risk Act places a cap on what the total catch that can be allowed might be. The work requires the development and implementation of the statistical and other data collection, the data administration, and database development and management required to address DFO requirements for this data, and the ability of Aboriginal groups, other DFO organizations, Statistics Canada and Indian and Northern Affairs, provincial governments, and others to provide the data sought. The work requires the conduct directly or through other organizations of supplementary surveys and research as required to fill in gaps created by the evolving definition of what Aboriginal rights to fish might be, and what tests a specific Aboriginal group must meet to qualify for those rights.

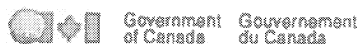
Effort - Efforts

Physical Effort:

The work requires sitting at a desk using a computer or telephone for conducting research, preparing documents, and communicating with others. The work requires sitting in meeting for extended periods of time, bending and reaching to obtain materials, and occasionally carrying bundles of documents or a lap-top computer and projector to meetings.

Sensory Effort:

The work requires reviewing all presentations or draft policy documents prepared for senior management or for representatives of other departments, other governments, Aboriginal groups, community groups, associations, or private industry to ensure specific words or symbols are either included or excluded as appropriate under the circumstances, that all graphs and tables are visually positioned to achieve the desired impact (not split between two pages, etc), and that presentations conform to the time allotted.



Responsibility - Responsabilités

Decision-Making:

As the federal government's expert on policy and economics informing DFO First Nations treaty-based, and other Aboriginal group non-treaty (traditional rights) claims to fisheries access, co-management agreement and treaty negotiating frameworks, strategies, positions and mandates. The the work requires the incumbent make decisions on developing authoritative recommendations based on evidence on DFO Aboriginal program, on the state of fisheries resources subject to Aboriginal claims to access, on relevant Supreme Court decisions, treaty precedents, and horizontal government Aboriginal claim settlement policy that guide the establishment of new frameworks and influence management decisions by DFO senior executives in the region, at headquarters, and at Treasury Board and Cabinet. Issues for which the incumbent is responsible are complex, sensitive, and generally poorly defined and require initiative to determine objectives and develop solutions. Decisions and recommendations impact on many DFO programs, regulations, and activities affecting or being affected by Aboriginal groups' access to the fisheries and/or their co-management of the fisheries, and will impact on other federal departments, provincial governments, some sixty (60) Aboriginal organizations and groups and private firms associated with the various commercial and recreational fisheries as well as on DFO programs and their stakeholders across Canada and internationally by the precedents set by each agreement. The implications of these decisions across levels of government of proposed new approaches are not known, and given that they may be precedent setting require significant risk analysis be carried out and senior management informed of these uncertainties and risks as part of the recommendations put forward rendering as clear as possible the risks and potential gains to be achieved in the proposed options for negotiating mandates, positions, and strategies put forward. The decisions with respect to the research to be undertaken will also influence future Aboriginal fisheries claims and entitlement social, economic, governance and fisheries management, and related policy research and methodology.

Leadership and Operational Management:

Plans, coordinates, and directs the work of the Treaty Claims and Self Governance Organization (TSCG) and the work of multi-disciplinary departmental, interdepartmental, or intergovernmental, government-Aboriginal, and government-industry project teams or working groups where participants may have conflicting goals or objectives which must be considered and consensus sought, and where the commitment of departmental resources have to be negotiated to undertake negotiations or research on fisheries access and management possibilities. Plans and manages the human and financial resources of the TCSG including preparing performance appraisals for subordinate staff.

Working Conditions - Conditions de travail

The work involves carrying out studies and preparing sensitive documents under constantly changing deadlines and time pressures imposed by regional, national or international priorities, undertaking travel within the position's region on a regular basis, long distance travel between the base office and other regions across Canada or internationally, and on occasion involving long distance travel involving layovers, and/or lengthy periods in a hotel during negotiations or conference deliberations

Additional Information - L'information additionnelle

Not applicable